

**RECORD COPY**

**SIXTEENTH ANNUAL REPORT  
1969-70**

*Presented to the Annual Meeting of the  
General Body on the 25th October, 1970*



**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-1**





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## **16TH ANNUAL REPORT 1969-70**

This Report covers the activities of the Institute for the year beginning with April 1, 1969 and ending with March 31, 1970. It also contains the audited statement of accounts and the annual balance sheet of the Institute for the period under review.

### **I. ORGANISATIONAL MATTERS**

Shri Y. B. Chavan, Union Home Minister, was unanimously re-elected President of the Institute, for the year 1969-70 at the Fifteenth Annual Meeting of the General Body held on October 25, 1969.

The Executive Council, at its Eighty-fifth meeting held on October 25, 1969, the first meeting after the Annual General Body Meeting, re-coopted Shri Asoka Mehta and Shri B. Venkatappiah, as its members for a further period of one year. The Council further coopted Shri Chandra Shekhar, M.P., Shri B. Sivaraman and Shri N. P. Sen, as members, for a period of one year.

The Council unanimously re-elected Shri Asoka Mehta its Chairman.

The Executive Council elected Shri Ajoy Mukharji, the then Chief Minister of West Bengal, as a Vice-President, in the vacancy caused by the death of Shri C. N. Annadurai, for the unexpired portion of his term.

The Executive Council constituted the Standing Committee with the following members:

1. Shri Asoka Mehta (Chairman)
2. Shri Bipin Chandra
3. Shri Chandra Shekhar

4. Dr. P. S. Lokanathan
5. Prof. M. V. Mathur
6. Shri D. L. Mazumdar
7. Shri H. M. Patel
8. Shri K. L. Rathee
9. Dr. K. N. V. Sastri
10. Shri B. Sivaraman
11. Dr. J. N. Khosla (Secretary & Director)

The detailed composition of the Executive Council and its Committees is given in Appendix I.

#### CONDOLENCES

##### *President Zakir Husain*

The members of the staff of the IIPA were deeply shocked by the sudden demise of Dr. Zakir Husain on May 3, 1969. They met the same afternoon to mourn his death and later sent their condolences to the bereaved family. The meeting passed the following resolution:

As the First Citizen of the country, President Zakir Husain touched many institutions in many ways. But, the IIPA felt specially grateful when he found time, amidst his multifarious and arduous responsibilities, to release our prize publication 'The Framing of India's Constitution' on November 26, 1968. We also recall with gratitude his gracious visit to our Regional Branch at Hyderabad on August 29, 1967. Indeed, his first contact with the Institute dates back to July 16, 1962, when he, then Vice-President, presided over the Annual Day of the Indian School of Public Administration and delivered the Convocation Address.

His is the honoured name of an outstanding educationist and statesman who brought great distinction to the high office he held since May 12, 1967. Gentle and compassionate, admirer of art and beauty, patriot and democrat, and a symbol of India's secularism and composite culture—his was, indeed, a rich life, too soon ended.

The Executive Council, at its meeting held on August 8, 1969, also placed on record its deep sense of sorrow at the sad

demise of Dr. Zakir Husain and passed the following resolution:

The Executive Council of the Indian Institute of Public Administration places on record its profound sense of sorrow at the sudden passing away on May 3, 1969, of Dr. Zakir Husain, President of India, and its high appreciation of his distinguished services to the nation. The Council further authorises the Director to communicate to the members of the bereaved family the Council's sincere condolences.

The Council's condolences were conveyed to the members of the bereaved family.

*Sardar Gurmukh Nihal Singh*

During the year under report, the Institute suffered an irreparable loss in the passing away of Sardar Gurmukh Nihal Singh, Vice-President of the Institute and formerly Governor of Rajasthan on December 22, 1969. The members of the staff of the Institute met on that very day to condole sad demise of Sardar Gurmukh Nihal Singh. The Executive Council at its meeting held on January 3, 1970, also placed on record its deep sense of sorrow at his passing away and observed two minute silence as a mark of respect to his memory.

*Shri V. T. Dehejia*

The Institute suffered another irreparable loss in the passing away of Shri V. T. Dehejia, Member of the Executive Council, on March 5, 1970. Shri Dehejia was one of the elected members of the Institute and was associated with it since 1962.

*Prof. R. Bhaskaran*

The Institute suffered further loss with the passing away of Prof. R. Bhaskaran, on June 1, 1969. He was a retired Professor of Politics and Public Administration of Madras University and founder-member of the IIPA. He was closely associated with the activities of the IIPA, and was with the Institute as Visiting Professor of Political Science, from July 12, 1966 to October 22, 1966.

The Institute mourns deaths of Prof. Humayun Kabir, Shri V. B. Gandhi, Dr. S. Bhattacharya, Shri S. G. Naware and Shri S. Rajan.

These members took active interest in the affairs of the Institute.

#### STREAMLINING THE INTERNAL ADMINISTRATION OF THE INSTITUTE

The Executive Council, at its meeting held on April 12, 1969, set up a *Working Group* for streamlining the internal administration of the Institute. The Group consists of Prof. M. V. Mathur and Shri M. K. Chaturvedi both members of the Council. The terms of reference of the Group are as follows: (1) Streamlining and improving the internal administration of the Institute; (2) Allocation of work and decision-making powers among the executive authorities of the Institute; (3) Increased delegation of administrative and financial powers from the Executive Council downward to the level of the heads of different units; (4) Review of rates of T. A. and D. A.; (5) Review of the practice of appointing honorary Visiting Professors and of their terms and conditions; and (6) Revision and simplification of the Institute's service and financial bye-laws.

The Interim report of the Working Group, dealing with the welfare of the employees, has since been received by the Executive Council.

#### APPOINTMENT OF THE NEW DIRECTOR OF THE IIPA

The term of the present Director, Dr. J. N. Khosla, who was appointed in January, 1964, expired in January 1970, but he has been requested to continue until the appointment of his successor.

Shri T. N. Chaturvedi, whose name was approved by the Executive Council for appointment as the next Director of the IIPA from June 1, 1970, was not released by the Government to take up the appointment in the Institute.

As decided by the Executive Council, the post of the Director has since been advertised. The Council has also set up a Selection Committee, which would screen the applications/names received and suggest a panel of names to the Council for the appointment of the Director. The Committee consists of Shri P. L. Tandon, Chairman, State Trading Corporation, Prof. M. V.

Mathur, Director, Asian Institute of Educational Planning and Administration, and Shri G. Parthasarthy, Vice-Chancellor, Nehru University.

#### MEMBERSHIP

During the year 1969-70, 645 persons were admitted to the membership of the Institute (560 as Ordinary members, 10 as Corporate members, 8 as Life members, 67 as Associate members). Twenty-eight Ordinary members compounded their subscription for Life Membership and 31 Ordinary and 12 Corporate members resigned from the membership. Twenty-seven Ordinary Members, out of which 17 were in arrears of subscription, were re-admitted. The Institute lost 8 Members on account of their death.

Names of 199 Ordinary members and 8 Corporate members were removed from the list of members for non-payment of dues for over two years.

The total membership of the Institute as on March 31, 1970, was as follows:

Ordinary members	...	1745
Corporate members	...	176
Life members	...	243
		<hr/> 2164

(These figures do not include Associate Members, whose number stood at 63 at the end of March, 1970).

The number of Ordinary members who were in arrears of subscription as on April 1, 1970, was 743. Of these 264 had not paid their subscription for 2 years.

#### *Fifteenth Annual Meeting of the General Body*

The Fifteenth Annual Meeting of the General Body of the Institute was held on Saturday, October 25, 1969. Shri Y. B. Chavan, President of the Institute, was in the Chair.

## II. ACTIVITIES

### RESEARCH

#### *Research Council*

Mention was made in the last year's Annual Report about the setting up of the Research Council, in pursuance of the recommendations of the Implementation Committee. This Council is to help the Director and the Faculty in the planning and organisation of research work of the Institute. The composition of the Research Council is given in Appendix II. The Research Council met three times during the year.

#### *Specialised Units*

During the period under report, two new specialised units were established. They are: (1) Unit on Administrative Theory and Behaviour, and (2) Industrial Administration Unit. With these two units, the number of Specialised Units is now 11. Description of areas covered by these units and the names of the members of the Faculty who are heading them are given below:

<i>Area of Specialisation</i>	<i>Head of the Unit</i>
1. Development Administration	Prof. N. Srinivasan
2. Citizen Administration	Prof. V. Jagannadham
3. Planning	Prof. H. K. Paranjape
4. Municipal Administration	Prof. G. Mukharji
5. Budgeting and Financial Control	*Prof. M. J. K. Thavaraj
6. Administrative Theory and Behaviour	†Prof. B. S. Narula
7. Organisation and Methods	Dr. S. R. Maheshwari
8. Industrial Administration	‡Dr. S. K. Goyal

\*Appointed Professor of Financial Administration (Budgeting and Financial Control) w.e.f. August 8, 1969.

†Appointed as Professor of Public Administration (Administrative Theory and Behaviour) w.e.f. August 8, 1969.

‡Appointed Reader in Industrial Administration w.e.f. August 8, 1969.

- |                           |  |
|---------------------------|--|
| 9. Science and Government | Shri Ved Prakash (on study leave abroad) |
| 10. Consultancy Unit      | { Lt. Col C. Soni                        |
| 11. Case Study Unit       | { Prof. R. C. Goyal                      |

The Staffing pattern of these units is given in Appendix IV.

*Work for the ARC*

During the year, the Institute continued to be actively involved in the work of the Administrative Reforms Commission. It has so far carried out 25 special studies for the Administrative Reforms Commission and the Institute's contribution has been duly acknowledged by the Commission and its several Study Teams in their reports.

The studies "Hospital Administration and the Citizens" by Dr. J. N. Khosla, Director, IIPA, Prof. D. Anand, Professor of Social and Preventive Medicine, Lady Hardinge Medical College, New Delhi, and Shri Ved Prakash of IIPA, and "Administrative Leadership at the Level of Secretaries and Head of Executive Departments in States" by Prof. B. S. Narula have since been completed. Prof. B. S. Narula, who was working as Special Assistant to the ARC Chairman, prepared detailed papers for the reports of the ARC on State Administration.

The interim reports of the following studies are ready:

1. "Recruitment and Promotion Procedures in the Atomic Energy Commission" by Dr. Jitendra Singh, Member of the Directing Staff, Administrative Staff College, Hyderabad.
2. "Administrative Growth with special reference to Development Administration" by Prof. B. B. Misra, Head of the Department of History, University of Delhi.
3. "The Study of the System of Payments and Receipts at the Treasuries" by Prof. M. J. K. Thavaraj and Shri K. L. Handa was forwarded to the Prime Minister together with the ARC's report by the Chairman of the ARC. The following extract is reproduced from Chapter I of the ARC's report of this study:



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“... We got a study of the treasury system and its procedures of receipts and payments undertaken by the Indian Institute of Public Administration, New Delhi. The interim report of this study submitted to us in January, 1968 has been followed by the more detailed final report submitted to us in November, 1969. The Institute has taken great pains in and devoted much thought and attention to, the study of the problems entrusted to them, particularly of the various steps involved in the receipts and payments at the treasuries. For this purpose, they made 36 case studies and held interviews and discussions with the members of the public. We have been greatly enlightened by this analytical study of the problems connected with the payments and receipts at the treasuries....”

4. Role and Working of the Administrative Reforms Commission by Prof. B. S. Narula (in progress).

#### *Other Research and Study Projects*

The following research and study projects were either taken up or continued during the year:

##### *Citizen Administration Unit*

1. Assessment Department of the Delhi Municipal Corporation (Study completed during 1968-69; now under revision for publication).

##### *Science and Government Unit*

2. Organisation of the Government of India—revised edition (completed; now under publication).

##### *Planning Unit*

3. Depth Study of Experience in Preparing Five-Year Plans (in progress).
4. The Review of the Implementation of Administrative Reforms in the field of Planning (completely revised as a result of the developments during 1969-70; under publication).
5. Study of the Formulation of the erstwhile Fourth Five Year Plan, and on the revised volume on the Planning Commission (in progress).

6. Research Project on Cost-Behaviour and Price Policy of Public Enterprise (sponsored by the Research Programmes Committee of the Planning Commission, in progress).

#### *Development Administration*

7. The Indian Voter—A Survey of the General Election of 1967—a research project—assigned by the Research Programmes Committee of the Planning Commission (Report being prepared for publication).

#### *Financial Management Unit*

8. Public Investment in India.

#### *Municipal Administration*

9. Inventories of Land of Operative Builders in Urban Agglomerations assigned by the National Building Organisation (in progress).
10. State-Municipal Relations.
11. Recreational and Educational Facilities in Municipalities in India.
12. Municipal Taxes and other Levies.
13. Organisation of Municipal Corporation in India—a manual.

#### *Case Study Programme*

Efforts have been directed mostly to consolidating the gains of the earlier year in finalising many of the case studies already produced. Mainly towards this end a workshop on case-studies was organised from February 11 to 13, 1970. Many of the case-studies so far prepared are being used in the training courses at IIPA and other organisations such as the National Academy of Administration, H. C. Mathur State Institute of Public Administration. The case programme continued to be looked after by Shri K. N. Butani, Director, Institute of Applied Manpower Research.

During the period under report, the first draft of the following additional cases became available:

1. A cluster of studies on 'Development of Engineering Industry in Ludhiana' by Shri Anand Sarup, Deputy Secretary, Planning Commission.

2. 'The BEST Strike' by Shri J. B. D'Souza, I.A.S., Maharashtra.

The following Case-Studies have been assigned:

1. Case-Study in Family Planning assigned to Prof. D. Anand of Lady Hardinge Medical College, New Delhi.
2. 'The Ghost Ration Card'—assigned to Shri M. M. K. Wali, Registrar, Co-operative Department, Jaipur (Rajasthan).
3. 'Innovation in Extension of Improved Agricultural Practice to Small Farmers'—assigned to Shri Anil C. Shah, I.A.S., District Development Officer, Amreli, Ahmedabad (Gujarat).
4. 'Origin and Development of Tribal Co-operative Development Corporation, M.P.'—assigned to Shri R. C. Roy, Tribal Welfare (M.P.)

*Financial Management Unit: Assistance from the Ford Foundation*

The Ford Foundation sanctioned in August 1969, a three-year grant of the order of \$ 226,000 to the IIPA to develop programmes as would help the work of reforming fiscal administration and ensuring a smooth transition to a more effective system of financial management which has already been taken up by the Government of India, State Governments and public sector enterprises. These efforts are aimed at modernising financial system and particularly in the installation of performance budgeting.

The Financial Management Unit is headed by Prof. M. J. K. Thavaraj, who is also in-charge of the coordination of programmes and activities under the Ford Foundation Grant for the Unit.

A Steering Committee has been constituted for guiding and advising the Financial Management Unit in its various activities. The Committee comprises of the following:

*Chairman:* Shri B. Venkatappaiah, Member, Planning Commission, Government of India.

*Members :* 1. The Budget-Officer and Joint Secretary to the Government of India; 2. Shri S. Ratnam of the Delhi Cloth Mills Ltd., Delhi; 3. Shri A K

Mukherji, Deputy Comptroller and Auditor General of India; 4. Dr. J. N. Khosla, Director, IIPA; 5. Representative of the Ford Foundation in India; and 6. Prof. M. J. K. Thavaraj.

A study of the Central Public Works Department (CPWD), one of the selected departments for study under the grant, was taken up in December, 1969. Four representative divisions of the CPWD were selected in consultation with the department of Works, Housing and Urban Development and the Engineer-in-Chief of the CPWD. Immediately only one division, namely, Construction Division No. IV, was studied. Preliminary studies in this Division have been completed and the first draft of the report is ready. This part of the study deals with performance budgeting of the Division for 1970-71, and a reporting format for use in the Division. Shri S. S. Viswanathan is doing this study.

Staffing pattern of the unit is shown in Appendix IV.

#### *Other Contribution*

The Institute's staff, in addition to the research and training assignments, were engaged in writing a number of papers, articles and book reviews and in participating in the work of several committees and conferences. They prepared 24 papers, wrote 23 articles and reviewed 7 books. Twelve doctoral candidates and 6 foreign students were being guided by the members of the Faculty. Details in regard to the academic contribution of the staff of the Institute during the year are given in Appendix VI.

Staff members of the Municipal Centre were also engaged, during the period of report, on various research and study projects.

#### RESEARCH FELLOWSHIPS

During the year the following persons continued as Research Fellows for the second year:

<i>Senior Research Fellows</i>	<i>Guide</i>	<i>Subject</i>
Shri V. M. Kulkarni*	Dr. V. Jagannadham	Social Welfare and its Administration (An Indian Case Study).
Dr. K. V. Narayana Rao*	Dr. J. N. Khosla	Andhra Pradesh Regional Committee

\*The Senior Research Fellowships awarded to Shri V. M. Kulkarni and Dr. K. V. Narayana Rao expired on February 10, 1970 and November 6, 1969 respectively.

<i>Senior Research Fellows</i>	<i>Guide</i>	<i>Subject</i>
Shri S. S. Kshirsagar (University of Delhi)	Dr. J. N. Khosla	Managerial Personnel in Public Sector Undertakings—their attitudes and motivations
<i>Research Fellows</i>		
Smt. Usha Banerjee (University of Delhi)	Dr. V. Jagannadham	Social Administration in Urban Setting with special reference to Health and Family Planning in Delhi Municipal Corporation area.
Shri V. S. Sisodia (Rajasthan University)	Dr. J. N. Khosla	Personnel Administration in the Oil Sector.

Smt. Usha Banerjee, Shri Kshirsagar and Shri Sisodia were working for their Ph.Ds.

The particulars of persons who completed their work for Ph.D. degrees and received doctorates are given below:

<i>Name of the Fellow/ Scholar</i>	<i>Guide</i>	<i>Subject</i>
Shri D. N. Jha (Patna University)	Dr. H. K. Paranjape	Planning and Agricultural Development with reference to Bihar.
Shri S. P. Singh (Patna University)	Dr. R. D. Singh	Centre-State Relations in Agricultural Development (1950-65).
Shri R. K. Tiwari (Vikram University)	Dr. J. N. Khosla	Public Service Commission at the State level with special reference to Madhya Pradesh.

Shri Sudesh Kumar Sharma was awarded Ph.D. by the Panjab University for his thesis on "Deputy Commissioner in Punjab". Shri Sharma worked under the guidance of Dr. J. N. Khosla.

## CONSULTANCY

The Institute's Executive Council approved of the scheme for consultancy development and further decided that the Institute should confine its consultancy service, to begin with, largely to management problems of public sector undertakings, semi-government organisations, local authorities and other public administration agencies. It appointed a Consultancy Sub-Committee to go

into various problems concerning development of consultancy service. The Committee consists of:

1. Shri D. L. Mazumdar
2. Shri N. K. Mukarji
3. Shri N. H. Attthreya
4. Dr. J. N. Khosla, Director of the Institute.

The Consultancy Committee considered the recruitment of necessary staff and approved recruiting of one Senior Consultant, two Consultants and seven Analysts. Two consultants and four analysts were selected out of which Lt.-Col C. Soni (Retd.), M.I.E., and Prof. R. C. Goyal joined in November, 1969 and March, 1970 respectively. Two analysts Dr. S. P. Verma and Shri B. C. Bhasin are also in position. Action is now being taken to recruit the remaining consultancy staff.

The organisational plan of the consultancy service in the Institute, as proposed by the consultancy sub-committee and approved by the Executive Council of the IIPA is built around the development of specialised competence in the following areas for purposes of consultancy: (1) Organisation, (2) Financial Administration and Control, (3) Work Study, O & M and Systems and Procedures, (4) Mathematical aids like Operational Research, (5) Personnel Administration, (6) Industrial Administration, and (7) Administration of Scientific and Research Institutions.

The Consultancy Division has been registered with the following organisations:

- (a) Bureau of Public Enterprises,  
Ministry of Finance,  
(Department of Expenditure),  
Government of India, North Block,  
New Delhi-1.
- (b) Bureau of Relations with International Organisations  
and Programmes,  
United Nations Educational, Scientific & Cultural  
Organisation,  
Place de Fontenoy,  
Paris-7e, France.



- (c) International Labour Office (India Branch),  
Mandi House,  
New Delhi-1.

### *Consultancy Projects Completed*

Before the appointment of two Consultants, Lt.-Col. Soni and Prof. Goyal, the Institute had taken up and completed a special consultancy assignment from the Department of Tourism of the Government of India. In March 1969, the Director-General of Tourism, Government of India, had requested the IIPA to conduct "a survey of the present work flow, staffing patterns and management techniques" and after conducting the survey and analysing the data, to submit a report "making recommendations on the modifications which should be made in the staffing pattern, recruitment rules, training facilities, methods of work relationship with other agencies so that the objectives of the Department are best achieved with particular reference to publicity and promotional aspects of work and co-relations with various public and private agencies".

The Institute's consultancy team consisted of Shri V. S. Desikachari, Senior Consultant, Dr. S. P. Verma, Senior Research Associate, Shri S. R. Bharadwaj, Shri B. C. Bhasin, and Shri R. B. Puri, Analysts.

The responsibility at the later stage of discussion and for completion of the report was shouldered by the Director, Dr. J. N. Khosla and Dr. S. P. Verma.

The final draft of the report was submitted to Dr. Karan Singh, Union Minister of Civil Aviation and Tourism, on March 30, 1970. Dr. Karan Singh in his reply dated June 26, 1970 observes, "Let me first say how much we appreciate the detailed efforts you have made to ensure a comprehensive view by applying the expertise of the Institute and calling upon capable consultants . . . . It (the Report) will certainly provide a valuable base for us to build upon".

Another consultancy assignment that was completed during the period under report related to rationalisation of work methods and personnel requirements of the Punjab Electricity Board.

In February this year the Government of U. P. invited the Institute to undertake a consultancy project to help the State Government in (i) selection of an appropriate principle of compensation to the sugar mill owners while implementing the decision to take over private sugar mills in the State, and (ii) to work out the future administrative and management organisation for the sugar industry in the State after the take over. The Institute agreed to the request of the State Government and a consultancy team of two consultants was sent to Lucknow. Dr. S. K. Goyal, Head of the IIPA Industrial Administration Unit, was the Team Leader. Dr. G. S. Bhalla of the Economics Department of Panjab University was associated with the team as consultant. The Consultancy Team of the Institute stayed at Lucknow for nearly a month and advised on the different issues relating to the nationalisation of sugar industry in U.P.

### *Prospecting for New Assignments*

The two consultants, since their joining the IIPA have been intensively prospecting for consultancy projects. Negotiations have been under way for consultancy assignments with U.P. Roadways, Gujarat State Road Transport Corporation, Ahmedabad; Mazagon Dock, Bombay and the Family Planning Organisations in some States. The Consultancy Unit has also been receiving requests for designing and conducting executive development programmes for public sector undertakings. The two consultants and Mr. Edmund D. Dwyer, Ford Foundation Consultant have jointly surveyed the general pattern of consultancy organisations in India and particularly studied the organisation of the consultancy services of the Administrative Staff College, Hyderabad. Mr. Dwyer has put forward a plan of work for developing the Institute's consultancy service.

Development of Consultancy service has received financial support from the IV Ford Foundation Grant.

### *Consultancy Fund*

The Institute has created a consultancy fund with the consultancy fees received by it for the projects of Department of Tourism and the Punjab Electricity Board, etc.

## EXECUTIVE DEVELOPMENT PROGRAMME

The Institute organised the following courses as a part of its Executive Development Programme:

### *A. Development Administration Unit*

1. Third Course in Development Administration (July 25—August 13, 1969)
2. Fourth Course in Development Administration (Dec. 1—13, 1969).

### *B. Citizen Administration Unit*

3. First Course in Administrative Behaviour (Nov. 12—25, 1969).
4. Second Course in Administrative Behaviour (March 9—21, 1970).

### *C. Planning Unit*

5. Second Course in Economic Decision Making (April 17—26, 1969).

### *D. Municipal Administration Unit*

6. First Course in Municipal Administration (April 17—May 20, 1969).
7. Second Course in Municipal Administration (July 14—Aug. 23, 1969).
8. Third Course in Municipal Administration (Feb. 2—March 13, 1970).

### *E. Budgeting and Financial Control Unit*

9. Third Course on Performance Budgeting (April 8—16, 1969).
10. Fourth Course on Performance Budgeting (May 26—June 3, 1969)
11. Fifth Course on Performance Budgeting (Sept. 29—Oct. 11, 1969).
12. Sixth Course on Performance Budgeting (Oct. 21—31, 1969).
13. Third Course in Budgeting and Financial Control (April 28—May 17, 1969).

14. Fourth Course in Budgeting and Financial Control (Sept. 8—26, 1969).
15. Special Course on Budgeting and Financial Management at Port Blair (Aug. 18—27, 1969).
16. Special Course on Budgeting and Financial Management at Kohima (Feb. 23—March 5, 1969).
17. Special Course on Performance Budgeting for Public Undertakings (Feb. 9—14, 1970).

#### *F. Administrative Theory and Behaviour Unit*

18. First Course in Personnel Administration (Feb. 20—March 4, 1970).

#### *G. Organisation and Methods Unit*

19. Tenth Course on Techniques of Administrative Improvement (Aug. 18—October 17, 1969).
20. First Course on Modern Aids to Management (July 7—19, 1969).

#### *H. Others*

21. First Course in Materials Planning (Feb. 21—24, 1969).
22. Second Course in Materials Planning (Feb. 2—7, 1969).
23. First Course in Project Formulation (Oct. 6—9, 1969).
24. Second Course in Project Formulation (Jan. 12—17, 1970).
25. First Course on Training of Trainers (Jan. 19—24, 1970).

It was possible to organise these courses because of the Financial support and encouragement from the Training Division of the Ministry of Home Affairs of the Government of India. Shri H. Lal, Secretary (Services), Shri B. C. Mathur, Director of Training and Joint Secretary, Shri M. K. Chaturvedi, then Deputy Director of Training and Shri A. P. Saxena, Deputy Director in the Training Division of the Ministry of Home Affairs gave valuable guidance in organising and conducting these programmes.

#### *The Objectives of Courses and Their Special Features*

*A. Development Administration :* Courses in Development Administration sought to provide an opportunity for middle and

senior level administrators to acquaint themselves with the recent advances in the principal social sciences and tools and techniques of management necessary to decision making in the new context. The design of the Courses was based on two assumptions. Firstly, the process of development in the Indian context is best accelerated by concentration on economic development, i.e., building up country's industries and modernising its agriculture, thereby improving the standards of living of the people. Secondly, public administration must increasingly utilise the advances made by management sciences and the new knowledge that had been added to the social sciences to be an efficient instrument for the modernisation of the economy of the country.

Prof. N. Srinivasan, Professor of Political Science was Director of the Courses. Dr. S. P. Verma, Senior Research Associate in the Institute assisted the Director of the Training Course as Training Associate in the conduct of the third course. Smt. M. Lakshmiswaramma was the Research Assistant for the Third and the Fourth Courses.

The Third Course was inaugurated by Shri R. Venkataraman, Member, Planning Commission. Seventeen Officers from the Central Ministries/Departments, States, Union Territories, Public Corporations, etc., participated in the Course.

The Fourth Course was attended by 25 participants from the Central Ministries/Departments, Union Territories, States, Public Corporations, etc., including one from the University of Rajasthan.

*B. Administrative Behaviour:* The Role of Middle Level Management or Executive, whether in Government, public or private sector, is to plan, organise and direct people and materials for accomplishing the objectives of the Organisation. When an executive performs all these duties, he has to make decisions in collaboration with the superiors and subordinates in his organisation. The focus of these two courses was on the role of the Executives in motivating people in their organisations for decision execution.

Administrators have to play the role of change agents. To be responsive to change, and at the same time, assume the role of change agent, the administrators need some knowledge of the

behavioural sciences. Thus, the main objective of the Courses was to familiarise administrators with motivational paths for achieving organisational goals. How to find effective patterns of behaviour for promoting harmony between the goals of individuals and the goals of the organisation was another aspect to which attention was paid in these courses. Citizen-Administration relationships and how the behaviour of administrators influences these relationships was also an important aspect of this programme.

First Course was inaugurated by Shri V. Shankar, Member, Administrative Reforms Commission, who spoke on "Context of Administration in India". This Course was attended by 19 participants including one from the University of Rajasthan.

The Second Course on Administrative Behaviour was inaugurated by Dr. P. S. Narayan Prasad, Director, Asian Institute of Economic Development and Planning, Bangkok. He delivered the keynote address on "Administration, Development and Society". This Course was attended by 19 officers of the rank of Deputy Secretary and above to the Government of India and equivalent position in State Governments and Public Sector Undertakings.

Dr. V. Jagannadham, Professor of Sociology and Social Administration, was the Director of these Training Courses. Shri N. S. Bakshi was the Training Associate. Shri N. K. N. Iyengar, Lecturer, assisted the Director of the Training Courses.

*C. Economic Decision-Making:* The principal objectives of the programme were:

- (i) to increase the awareness of the officer regarding some of the basic tools and policy approaches to economic decision-making;
- (ii) to expose them to some of the new methods and techniques especially those which have been developed and tried in modern business organisation; and
- (iii) through discussions with other participating officers and with other experienced and specialised persons, improve their understanding of the processes and problems of economic decision-making.

With this focus, attention was concentrated on a few important aspects of economic decision-making during the programme. The main topics discussed were economic theory and economic policy, operational plans, use of quantitative methods and of techniques such as input-output and cost benefit analysis.

The morning sessions were mainly devoted to discussions on certain specific aspects of economic decision making. The afternoon sessions were devoted to syndicate discussions and the topic was "Formulation of the Annual Operating Plan".

Dr. H. K. Paranjape, Professor of Economic Policy and Administration was the Programme Director.

Twenty-eight officers from the Central Ministries/Departments, States, Union Territories, Public Corporations, etc., participated in the Course.

*D. Municipal Administration:* Three Courses were organised with a view to helping development of personnel, technical and non-technical, working in municipal government.

The first course was attended by 17 municipal officers which included two participants from the Government of Indonesia.

In the 2nd Course there were 21 participants of which 18 came from various urban local bodies in the country and 3 were from South Yemen, Afghanistan and the Philippines.

The third course was attended by 35 municipal officers which included 3 from Thailand and one each from Mauritius and Kenya.

*E. (i) Performance Budgeting:* The basic objectives of the Courses were to familiarise the Internal Financial Advisers, Deputy Secretaries, and Under Secretaries engaged in the budgetary finance and accounting work in the various departments and ministries of the Government of India with the conceptual framework of Performance Budgeting with all its ramifications comprising of the classification of expenditure, design of yardsticks of measurement, reporting review and so on. The participants were also afforded an opportunity to work on practical exercises in converting budgets from conventional to performance types.

Courses in the Performance Budgeting were attended by 105 officers, this year.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was the Director of the Courses. For the third and fourth courses, Shri K. L. Handa was the Training Associate. For the fifth and sixth courses, Shri K. B. Iyer was the Training Associate. Shri M. V. Narayanamurthi another Training Associate also assisted the Director of the Course.

The Third Course was inaugurated by Shri K. K. Dass, Secretary, Ministry of Information & Broadcasting, Government of India on April 8, 1969. Nineteen officers from Central Ministries/Departments, Public Corporations and Planning Commission participated in the Course. The concluding session was addressed by Shri K. P. Mathrani, Secretary, Ministry of Irrigation & Power, Government of India on April 16, 1969.

The Fourth Course was inaugurated by Shri Pitambar Pant, Member, Planning Commission on May 26, 1969. Twenty-eight officers from the Central Ministries/Departments, States, Union Territory, Public Corporations and the Planning Commission participated in the Course. The concluding session was addressed by Shri B. Mukarji, Secretary, Department of Petroleum & Chemicals, Government of India on June 3, 1969.

Thirty-one and 27 officers from the Central Ministries/Departments, States, Union Territories, Public Corporations participated in the fifth and sixth courses respectively.

Papers on various topics of the courses were sent to the participants well in advance to enable them to come prepared. In the performance budget courses, 16 workshop reports were prepared and presented by the participants.

(ii) *Budgeting and Financial Control*: These Courses aimed at enabling the participants to reflect upon the adequacy of the existing machinery and procedures to cope up with the management of the ever-increasing developmental responsibilities and to re-orient their thinking in terms of new techniques and methods of budgetary management and control.



The participants were of the rank of Deputy Secretaries to the Government of India and Internal Financial Advisers and their equivalents in the State Governments and public corporations. Forty-five officers participated in the two courses. Among them were 3 officers from the Central Auditing Organisation of the Government of the United Arab Republic. They were sponsored at the instance of F.A.O. by Union Department of Food.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was the Director of the Courses. Shri K. L. Handa was the Training Associate for the third course and Shri K. B. Iyer was the Training Associate for the fourth course.

The participants in the third course presented four syndicate reports on various topics assigned to them while the participants of the fourth course gave individually, their assignment reports on the topics given to them from the fields of resources mobilisation, materials management, performance budgeting and management accounting.

The third course was inaugurated by Shri K. Raghuramaiah, Minister of State, Ministry of Parliamentary Affairs, Shipping and Transport, Government of India. The concluding session was addressed by Shri K. K. Shah, Minister of Health, Family Planning, Works, Housing and Urban Development, Government of India.

The Fourth Course was inaugurated by Shri P. L. Tandon, Chairman, State Trading Corporation of India Ltd.

The Financial Management Unit earned for the Institute, Rs. 1,500 on account of the overseas participants. The amount was paid by the Food and Agriculture Organisation and received through the Union Department of Food.

(iii) *Budgeting and Financial Management*: Special Courses in Budgeting and Financial Management were organised at Port Blair in Andaman and Nicobar Islands and at Kohima in Nagaland.

The Course meant exclusively for officers of the centrally administered Andaman and Nicobar Islands was designed to re-orient the thinking of the participants in terms of new techniques

and methods of budgetary management and control. Performance Budgeting dominated the contents of the course. This course was an experiment insofar as it was directed to different levels of administrators involved in financial as well as programme administration. There were 30 participants. The participants presented workshop reports converting the traditional budgets into performance-oriented budgets of the Administration's Departments of Forest, Agriculture and Shipping, Marine and Transport.

The Course was inaugurated by Shri H. S. Butalia, Chief Commissioner of Andaman and Nicobar Islands on August 18, 1969. The concluding session was addressed by Shri B. K. Halve, Chief Development Commissioner of Andaman and Nicobar Islands on August 27, 1969.

The authorities of the Andaman and Nicobar islands had been most helpful and took interest in the programme.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was Director of the Course and he was assisted by Shri K. L. Handa, Training Associate.

The Financial Management Unit earned for the Institute Rs. 6,000 on account of this course.

The Special Course was organised at the invitation of the Government of Nagaland for the benefit of their Senior officers, which included all the Secretaries to the Government and departmental heads. The Course was designed to re-orient the thinking of the participants in terms of new techniques and methods of budgetary management and control, including performance budgeting. The Course was an experiment, like the earlier one at Port Blair, insofar as it was directed to different levels of administrators involved in financial as well as programme administration.

The Course was inaugurated by Shri Hokishe Sema, Chief Minister of Nagaland on February 23, 1970. Forty-seven officers drawn up from different services participated in the Course. The concluding session was addressed by Shri R. Kething, Chief Secretary to the Government of Nagaland on March 5, 1970.

The Government of Nagaland, particularly Shri R. Kething, Chief Secretary, made excellent arrangements for the conduct of the Course.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was Director of the Course. Shri K. B. Iyer was the Training Associate.

The participants besides presenting four workshop reports, also gave individually, their assignment reports on topics relevant to the Course but drawn in the context of the Nagaland administration. The workshop reports related to the performance budgets of (i) the Directorate of Agriculture; (ii) the Directorate of Education; (iii) the Dzuza Hydro-electric project; and (iv) the Dimapur Sugar Mills Project.

The Financial Management Unit earned for the Institute a sum of Rs. 6,000 from the Government of Nagaland for the conduct of this Special Course.

(iv) *Performance Budgeting for Public Undertakings* : The Course was organised at the suggestion of the Bureau of Public Enterprises, Ministry of Finance, Government of India. This is the first time that such a course was organised in the Institute.

The Course was designed to familiarise the top level financial advisers, production managers, etc., of various public sector undertakings with the conceptual framework of the performance budgeting and the control mechanism, the reporting and feedback system, etc., that go with it. The Administrative Reforms Commission in their report on public sector undertakings and the Parliamentary Committee on Public Undertakings in their report on financial management have stressed the need for developing performance budgeting in public undertakings. The Course was accordingly designed and its contents included besides performance budgeting, other techniques like discounted cash flow, working capital management, network, pricing systems, ratio analyses, inventory control, internal operational audit, operations Research, etc.

Thirty-six top level financial advisers, production managers from 34 public sector undertakings participated in the Course.

The Course was inaugurated by Shri R. Venkataraman, Member, Planning Commission. The concluding session was addressed by Shri R. K. Khadilkar, Minister of Supply and Minister in the Ministry of Finance, Government of India.

Dr. M. J. K. Thavaraj, Professor of Financial Administration was Director of the Course. Shri K. B. Iyer, was the Training Associate.

Shri A. N. Banerji, Additional Secretary and Director-General of the Bureau of Public Enterprises and Shri R. M. Bhandari, Adviser (Finance), Bureau of Public Enterprises, gave all possible help to the Institute in organising this Course.

This was the first time in the Institute when for participation in the course fees were charged. The Financial Management Unit earned for the Institute Rs. 20,200 from this Course.

*F. Personnel Administration:* The broad objectives of the Course in Personnel Administration were:

- (a) to give the participants an overall, integrated perspective of the existing policies and methods of personnel administration in the Government and their inter-relationships;
- (b) to acquaint participants with modern concepts and techniques in personnel administration and the findings of social sciences having a bearing on them; and
- (c) to help sharpen the sensitivity and understanding of the participants about current personnel problems and challenges, and help improve their capability to find solutions.

The Course was inaugurated by Shri B. Sivaraman, Cabinet Secretary, Government of India. The concluding session was addressed by Shri K. Hanumanthaiya, Chairman, Administrative Reforms Commission.

Apart from lectures, and group discussions on current personnel problems, a few case studies and an exercise on Managing Motivation formed a part of the Course curriculum.

Eighteen officers from the Central Ministries/Departments, Union Territories and State Governments participated in the Course.

Prof. B. S. Narula, Professor of Public Administration (Administrative Theory and Behaviour) was Director of the Training Course. Shri R. B. Puri, Lecturer, acted as the Training Associate.

*G. (i) Techniques of Administrative Improvement:* This Appreciation Course on Techniques of Administrative Improvement was tenth in the series and was of nine weeks' duration. It was organised at the instance of and in association with the Department of Administrative Reforms of the Ministry of Home Affairs, Government of India.

The Course was intended for officers at the level of Deputy and Under Secretaries in the Central Ministries, officers of equivalent rank in the Secretariats and districts in the States as well as officers drawn from the public sector undertakings and other specialised services like engineering, forestry, police, finance, etc.

The aim of the course was to facilitate better appreciation of the practical problems and needs of administrative reforms at all levels of administration. In more specific terms, the objectives of the Course were four-fold, namely, to enable the participants: (a) organise and programme administrative reforms; (b) execute these programmes; (c) guide others in the execution of the programmes; and (d) conduct training programmes. The emphasis was on the orientation of the officers in the practical application and use of administrative techniques to enable them not only to undertake organising of and programming for administrative reforms in their respective departments but also to execute those programmes and provide guidance to others engaged in the implementation of similar programmes.

Shri N. K. Mukarji, Additional Secretary, Department of Administrative Reforms, Ministry of Home Affairs, Government of India, gave very valuable guidance in the organisation of the programme and took keen interest in it.

The Course was inaugurated by Shri K. K. Dass, Secretary, Ministry of Information and Broadcasting, Government of India.

Twenty officers from the Central Ministries/Departments, States and Public Corporations including one lady officer nominated by the Government of Philippines under the Technical Cooperation Scheme of the Colombo Plan, participated in the Course.

Apart from day-to-day lecture-discussions the participants were divided into three syndicate teams. The three teams worked on the following subjects:

1. Planning, Programming and Implementation of Administrative Reforms.
2. Centre-State Relationship.
3. All India Services.

In addition, the participants were divided into four teams to conduct administrative surveys of the following agencies:

1. The Functioning and Staffing Pattern of the Irrigation Branch of the Public Works Department of the Government of Haryana.
2. The Role of Agricultural Inspectors in Punjab.
3. Functioning of the Collectorate at Jaipur.
4. U.P. Government Roadways Organisation.

The lady officer nominated by the Government of Philippines studied the System of Allotment of Staff Car of the Indian Institute of Public Administration, New Delhi.

To acquaint the officers with the practical application and use of administrative techniques in the field of programming, project planning and control, etc., study tour of the Tata Industries Pvt. Limited, The National Institute for Training in Industrial Engineering, Administrative Staff College of Maharashtra, O & M Department of the Government of Maharashtra and Jamnalal Bajaj Institute of Business Management, Bombay was organised as a part of the Training programme. Besides the study tour the participants were also attached to the Staff Inspection Unit of the Union Ministry of Finance, The Planning Commission and I.B.M. A few films were also screened on some selected subjects of administrative importance with the cooperation of the National Productivity Council.

The Course concluded on October 17, 1969 with an address by Shri Vishnu Sahai, Formerly Governor, Assam and Nagaland. He also distributed certificates to the successful participants in the course.

Dr. S. R. Maheshwari, Reader in Public Administration was Director of the Course. He was assisted by Shri D. D. Malhotra, Lecturer and Shri K. Sadasivan Nair, Research Assistant in the Institute.

(ii) *Modern Aids to Management*: The aim of the Course on Modern Aids to Management was to expose the middle management in Government to the new aids to management and deepen the administrators' conviction to their effectiveness. The course sought to impart knowledge of the aids and techniques of augmenting management skills both at the stage of decision-making and implementation. It attempted, in brief, to impress on the participants the need of achieving a management break-through in the country's public administration and to acquaint them with the ways to be employed for it.

The Course was inaugurated by Shri V. C. Shukla, Minister in the Ministry of Home Affairs, Government of India.

Twenty-two officers from the Central Ministries/Departments, States, Union Territories, Public Corporations, etc., participated in the Course.

The concluding session was addressed by Dr. J. N. Khosla, Director of the Institute on July 19, 1969.

Dr. S. R. Maheshwari, Reader in Public Administration, was the Director of the Course. He was assisted by Shri K. Sadasivan Nair, Research Assistant.

H. (i) *Materials Planning*: The Programme sought to discuss the subject by initially explaining some underlying tools and techniques which may be applied with advantage to materials planning, in addition to a discussion of the problems being faced at the various levels, e.g., a project or a programme. Through selected case examples, the validity of some of the techniques was established and the participants were given opportunity to discuss and test the basic concepts in terms of their individual

situations. An attempt was also made to evaluate the impact of materials imbalances currently existing in many areas, leading to immobilisation of scarce capital resources, reduced profitability and resultant scarcity to the detriment of various sectors of the economy.

The First Course was inaugurated by Shri N. N. Wanchoo, Secretary, Department of Industrial Development in the Ministry of Industrial Development, Internal Trade and Company Affairs, Government of India.

Twenty-eight officers from the Central Ministries/Departments, States, Public Corporations, etc., participated in the Course.

In the absence of Dr. Howard K. Hyde, Resident Management Adviser, International Bank of Reconstruction and Development who was to inaugurate the Second Course, his inaugural address was read by Shri A. P. Saxena, Director of the Course.

Thirty-six officers from the Central Ministries/Departments, Union Territories and Public Corporations participated in the Course.

Shri A. P. Saxena, Deputy Director, Training Division in the Ministry of Home Affairs, Government of India, was Director of the Courses. Shri S. N. Swaroop was the Training Associate.

(ii) *Project Formulation* : Two Courses in project formulation were organised.

The purpose of the Courses was to present a broad conceptual overview of some of the issues and problems in Project Formulation. An attempt was made to convey an appreciation of some of the implied quantitative techniques as relevant to the present-resource environment. Illustrative case material was provided to supplement class discussion specially in the decision-making process leading to Project Formulation.

The First Course was inaugurated by Shri H. Lal, Secretary (Services) in the Ministry of Home Affairs, Government of India.

Thirty-five officers from the Central Ministries/Departments, States, Union Territories, Public Corporations, etc., participated in the Course.



The Second Course was inaugurated by Dr. John McDiarmid, Resident Representative, United Nations Development Programme, New Delhi.

Twenty-four officers from the Central Ministries/Departments, States, Union Territories, Public Corporations, etc., participated in the Course.

Shri A. P. Saxena, Deputy Director in the Training Division of the Ministry of Home Affairs, Government of India, was Director of the Course. Shri S. N. Swaroop was the Training Associate.

(iii) *Training of Trainers*: The main objective of the Course on Training of Trainers was to lay emphasis on some of the principal ingredients in the training effort which in the future would have to be carefully outlined as far as 'Trainer' was concerned. The course laid stress on the role of trainer vis-a-vis a training institution and attempted to relate this relationship with a discussion of the different training techniques, which undoubtedly form an essential support for effective performance of a trainer. There was discussion on four important functional areas in which today more and more stress was being laid in the training field, namely, Training in Development Administration, Training in Administrative Behaviour, Training in Financial Management including Performance Budgeting and Training in Management Principles and Techniques. The Course also attempted a panel discussion on "Identification of the Training Needs and Problems". It was hoped that the involvement of participants in their training roles would lead to emergence of some common but definite conclusions and proprieties leading to a meaningful identification of training needs. Finally the Course attempted a detailed appraisal of the 'Training Strategy' needed to accomplish the conclusions as highlighted by the participants.

The Course was inaugurated by Shri A. Mitra, Secretary, Planning Commission on January 19, 1970.

Thirty-four training personnel from the various States and Central Training Institutes and also training coordinators of the State Governments and Central Ministries participated in the Programme.

Shri B. C. Mathur, Director of Training and Joint Secretary in the Ministry of Home Affairs, Government of India was Director of the Course. Shri S. N. Swaroop was the Training Associate.

Six hundred and sixty-one officers working of the middle and top level in Government of India, State Governments, Union Territory Administrations, Public Sector Undertakings, Universities, Public Administration Training institutes had opportunities to participate in the Executive Development Programmes. These programmes spread over a variety of areas of significance to improvement of practice of Public Administration as such: Development Administration; Administrative Behaviour; Economic Decision Making; Municipal Administration; Performance Budgeting; Budgeting and Financial Control; Performance Budgeting for Public Undertakings; Personnel Administration; Techniques of Administrative Improvement; Modern Aids to Management; Materials Planning; Project Formulation; and Training of Trainers. Fourteen officers who came from other countries were among those who participated in some of the Executive Development Programmes. They came from Afghanistan, Indonesia, Kenya, Mauritius, Philippines, South Yemen, Thailand, and UAR. For full details please refer to Appendix V.

#### *Evaluation of the Executive Development Programme*

It is our normal practice to evaluate each training programme and for this purpose a comprehensive questionnaire is usually circulated to the participants. The overall perception about the usefulness of the course as also the different items of the programme are commented upon by the participants. The concerned Directors of the training programmes consider this course evaluation by the participants in consultation with the Advisory Committee constituted for each programme with a view to improving the course contents for future training programmes.

#### CONFERENCES AND SEMINARS

##### *(1) Conference on Problems of Resource Mobilisation in the States (April 21, 1969)*

Resource mobilisation in the country has become a critical problem and it is particularly acute at the State level. A lot of

thought has been bestowed on this problem by the Planning Commission and several State Governments. The Institute also had an opportunity to get involved in this subject when one of its faculty members, Dr. M. J. K. Thavaraj, was invited to be Chairman of the Taxation Enquiry Committee, Government of Kerala.

To stimulate wider discussion on the subject, it was decided to get together people who were concerned with the problem of resource mobilisation in the States. With this objective in view, the Institute convened a one-day Conference on April 21, 1969 on the 'Problems of Resource Mobilisation in the States' immediately following a meeting of the National Development Council.

The Conference had three sessions in addition to the inaugural, to discuss: (i) Approach to State Taxation; (ii) Centre-State Financial Relations; and (iii) Mobilisation of Revenue from Agriculture.

The Conference was inaugurated by Prof. D. R. Gadgil, Deputy Chairman, Planning Commission, on April 21, 1969. Shri B. Venkatappiah, Member, Planning Commission was the Chairman for the session on "Approach to State Taxation". Dr. Y. S. Parmar, Chief Minister, Himachal Pradesh, chaired the remaining two sessions on "Centre-State Financial Relations" and "Mobilisation of Resources from Agriculture".

The Conference was attended by about 40 representatives from the States, Union Territories and the Planning Commission, Members of the Faculty of the Institute and a few others, also participated in the Conference.

The proceedings of the Conference have since been published.

Prof. M. J. K. Thavaraj was responsible for organising the Conference.

*(2) Seminar on Scientific Community—Its Interaction with Administration*

The Institute organised a Seminar on "Scientific Community—Its Interaction with Administration" on April 24, 1969.

Dr. B. D. Nag Chaudhuri, then Member, Planning Commission and Chairman Committee on Science and Technology was the Chairman of the Seminar.

Dr. Derek De Sola Price, Professor of History, Science and Medicine at the Yale University who was on a short visit to India took part in the discussions of the Seminar.

*(3) Group Discussion on Centre-State Responsibility for the Development of Welfare Services*

Dr. A. B. Bose, Joint Director, Employment, Labour and Social Planning Division, Planning Commission lead group discussion on "Centre-State Responsibility for the Development of Welfare Services" on May 16, 1969.

*(4) Conference on Personnel Administration*

The Second Conference on Personnel Administration held at the Institute in collaboration with the National Academy of Administration, Mussoorie, was attended by 65 participants which included Members of Parliament, Journalists, senior government officers from various administrative, technical and professional services, business executives and academicians. The Conference was inaugurated by Shri Asoka Mehta, Member of Parliament and Chairman of the Institute's Executive Council.

The Conference dealt with three major areas of personnel administration, namely: (1) Staff Policies, (2) Unified Grading Structure, and (3) Training and Development of Personnel. The Chairmen for the various sessions were: Dr. A. N. Jha, Lt. Governor, Delhi, Shri Asok Chanda, former Comptroller & Auditor General of India, and Shri P. L. Tandon, Chairman of the State Trading Corporation.

Dr. V. A. Pai Panandiker, Officer on Special Duty, Ministry of Finance, Government of India, was the Programme Director of the Conference. Prof. A. R. Tyagi from the National Academy of Administration, Mussoorie acted as associate Programme Director. Shri V. M. Kulkarni, and Shri S. S. Kshirsagar were the Programme Associates.

The proceedings of the Conference have since been published.

### *(5) Case Study Workshop*

A Workshop on Case Studies as reported earlier was organised from February 11 to 13, 1970. It was attended by 35 senior practising administrators and academics and was inaugurated by Shri B. Sivaraman, Cabinet Secretary, Government of India. The Workshop examined critically 8 draft case-studies and also discussed proposals for expanding the case programme and promoting the use of case studies in training and teaching.

Prof. Edwin A. Bock, President of the Inter-University Case Programme, Syracuse, USA, who has been associated with the IIPA Case Programme since its inception, acted as a Consultant to the Workshop.

### *(6) Thirteenth Annual Conference*

The Thirteenth Annual Conference of the Members of the Institute was held on Sunday, October 26, 1969, under the chairmanship of Shri H. M. Patel, M.L.A. (Gujarat) and Chairman, Charutar Vidya Mandal, Vallabh Vidyanagar. The subject of discussion at the Conference was "Union-State Relations with special reference to Development Planning in the States".

During the period under review, the Centre of Training and Research in Municipal Administration organised 3 seminars.

### *(7) Cabinet System in Municipal Government*

The first seminar held on September 15 and 16, 1969 was on "Cabinet System in Municipal Government". It was attended by 24 elected councillors including two Mayors, and a few Presidents from important urban local bodies. Besides, a few experts and some officials from the Municipal Corporation of Delhi, and the Union Minister of Health, Family Planning, Works, Housing and Urban Development, participated in the seminar which was inaugurated by Shri B. S. Murthy, Minister of State for Health, Family Planning, Works, Housing and Urban Development. The concluding session was presided over by Shri Hans Raj Gupta, Mayor of Delhi.

### *(8) Unauthorised Constructions*

The Second seminar was organised by the Centre in collaboration with the Municipal Corporation of Delhi on "Unauthorised Constructions". It was held on November 28 and 29, 1969.

The Seminar was inaugurated by the Mayor of Baroda and was attended by the Mayors of Delhi, and Hyderabad, and some Municipal Councillors, Commissioners, Deputy Commissioners, Administrators, Architects, Planners and others connected with the subject. There were also representatives from the Delhi Development Authority, the Town and Country Planning Organisation, the Faridabad Urban Estate, the Tamil Nadu State Housing Board, the National Buildings Organisation, the Calcutta Metropolitan Planning Organisation, the School of Planning and Architecture (New Delhi) and the Bangalore Improvement Trust.

### *(9) Planning Problems of Metropolitan Administration*

The third seminar on the subject of "Planning Problems of Metropolitan Administration", was conducted by the Centre on January 29 and 30, 1970. Dr. Royce Hanson, President of the Washington Centre for Metropolitan Studies and Professor of Government and Public Administration at the American University in Washington, initiated the discussions in the Seminar. About 50 planners, administrators, and social scientists took part in the deliberations. There were representatives from the Delhi Development Authority, Schools of Social Work, the School of Planning and Architecture, Office of the Registrar General of India, Municipal Corporations and Regional Centres of Training and Research in Municipal Administration.

### LECTURES AND VISITS BY DISTINGUISHED PERSONS

The following public lectures were delivered under the auspices of the Institute:

<i>Date</i>	<i>Speaker</i>	<i>Chairman</i>	<i>Subject</i>
April 3, 1969	Prof. William A. Robson, Professor Emeritus of Public Administration, London School of Economics and Political Science, London	Shri V.V. Chari Secretary, Administrative Reforms Commission, New Delhi.	Fulton Report
January 15, 1970	Lady Ursula Hicks	Prof. M. V. Mathur Director, Asian Institute of Educational Planning and Administration, New Delhi	Federal Finance in a Developing Economy

<i>Date</i>	<i>Speaker</i>	<i>Chairman</i>	<i>Subject</i>
January 30, 1970	Dr. Royce Hanson, President of the Washington Centre for Metropolitan Studies and Professor of Government and Public Administration at the American University in Washington		Urban and Metropolitan Planning & Politics
March 13, 1970	Prof. C. Northcote Parkinson	Prof. M. V. Mathur, Director, Asian Institute of Educational Planning and Administration, New Delhi	Centralisation and Decentra- lisation in Public Adminis- tration
March 25, 1970	Prof. Henry Maddick, Professor of Public Administration and Director, Institute of Local Government Studies, University of Birmingham (U.K.)		Local Govern- ment Reorgani- sation in the United Kingdom

Among the distinguished visitors to the Institute who addressed the Staff of the Institute and special invitees, mention may be made of the following:

1. Mr. E. K. Minta, Director of Studies, Ghana Administrative Staff College, Accra, Ghana.
2. Dr. Derek De Sola Price, Professor of History of Science and Medicine, Yale University, U.S.A.
3. Prof. Miodrag Trajkovic, Professor at the Law Faculty in Belgrade and Member of the Federal Assembly, Yugoslavia.
4. Sir John R. Hicks and Lady Ursula Hicks.
5. Prof. Swerdlow of the Syracuse University, USA.
6. Prof. Henri Buch, Director of the Institute for Organisation and Management of the Enterprises and Professor of Administration and Administrative Law, University of Bruxelles, Belgium.

7. Shri V. V. Chari, Secretary, Administrative Reforms Commission, New Delhi.
8. Hon'ble Hadji Harsone Tjekroaminoto, Indonesian State Minister of Administrative Reforms.
9. A ten-member delegation of Bhutanese Officials and their wives.
10. Mr. Ali S. Chambuse, Mayor of Dar-es-Salaam accompanied by Mr. A. A. Diwani, City Council Town Clerk.
11. Prof. Henry Maddick, Director, Institute of Local Government Studies, University of Birmingham, U.K.
12. Dr. Soiji Lijima, President of the Hiroshima University, Japan.

*Foreign Scholars Working for their Ph.D. Degree or Other Programmes in the Institute*

To Scholars from other countries coming to the Institute for their research for Ph.D. Degree or in connection with other programmes, the Institute provides facilities. The following scholars continued their research during the year under report at the Institute:

1. Dr. Warren Frederick Ilchman (Associate Professor of Public Administration, California University).
2. Mr. William Parkes Rilly, Registered Student, Department of Political Science, University of California Berkeley, California, U.S.A.
3. Mr. Ronald J. Maduro (under the auspices of the foreign area, fellowship of the Joint Committee of the Social Sciences Research Council and the American Council of Learned Societies, U.S.A.)
4. Mrs. Kathryn Brisbane (Doctoral Student in Tulane University School of Social Work.)
5. Mr. Shusakur Matsumoto (Japanese Research Scholar—sponsored by the Institute of Developing Economics, Tokyo, Japan).



## PUBLICATIONS

The Institute continued to publish the following periodicals during the year:

- (a) IIPA Newsletter (monthly)
- (b) Public Administration Abstracts and Index of Articles (Quarterly)
- (c) The Indian Journal of Public Administration (Quarterly)
- (d) Nagarlok (Quarterly)

A special number (July-September, 1969, Vol. XV, No. 3) of the Indian Journal of Public Administration on Science and Government was brought out on the eve of the Annual Meeting of the General Body held on October 25, 1969. The price of the Special Number was Rs. 15 per copy.

Shri L. P. Singh, Union Home Secretary, continued to be the Editor of the Journal during the period under report.

The names of the Editorial Board of the Journal are in Appendix III.

Since December 1969 the IIPA's Centre for Municipal Administration has started publishing 'NAGARLOK'—a quarterly journal of Municipal Affairs. Two issues have been published during the year.

Besides, five publications were brought out during this year, they were:

1. Administering Agricultural Development by A. P. Barnabas and Donald C. Pelz.
2. Problems of Resource Mobilisation in the States—Conference Proceedings.
3. Personnel Administration—Implementing the Reforms—Conference Proceedings.
4. Administration of the Urban Fringe—Seminar Proceedings.
5. Cabinet System in Municipal Government—Proceedings of the Seminar.

The following books are in the press:

1. Organisation of the Government of Uttar Pradesh by M. Zaheer and J. Gupta.
2. Organisation of the Government of India—Edited by Ved Parkash.
3. Panchayati Raj Administration by Iqbal Narain.
4. The Reorganised Planning Commission by H. K. Paranjape.
5. Deputy Commissioner in the Punjab by S. K. Sharma.
6. Bureaucracy at Work by V. Jagannadham.
7. Recreational and Educational Activities of Urban Local Bodies in India.

#### LIBRARY AND REFERENCE SERVICES

During the year under report, the Library of the Institute acquired 4,226 volumes. On March 31, 1970, the Librarian had 94,410 volumes of books, public documents, periodicals and newspapers.

Ten new titles of periodicals were added during the year to the Library.

The number of periodicals received at the close of the year stood at 500. Eighteen Indian and 4 Foreign newspapers were available in the library during the year.

Library facilities were availed of by over 3,317 persons including members, Institute's faculty, research workers and other member of the staff of the Institute, participants of short-term courses and other individuals who had obtained special permission. Over 13,500 volumes were loaned out. Inter-Library loans during the year involved 60 Libraries and Government Departments. Six hundred and sixty-six volumes were loaned out to and 16 volumes were borrowed from other libraries.

As in the previous years, the Library also provided reference and bibliographical service in connection with the work of the Administrative Reforms Commission and Ford Foundation projects. Thirty-two bibliographies were prepared during the year.

The half-yearly list of additions to the Library and Public Administration Abstracts and Index of Articles (Quarterly) continued to be prepared during the year. The Depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development, continued to be used for reference work.

The collection at the Library of the Centre for Training and Research in Municipal Administration continued to grow. During the year, 437 volumes were added by purchase and 186 by gift. The number of volumes at the close of the year stood at 2,455. This Library subscribes to 11 Journals.

In 1965, 1,500 volumes were donated to the Institute by the sons of the late Prof. K. V. Rangaswami Aiyangar. This year, 125 other rare volumes have been donated by them to the Institute's library.

#### OTHER ACTIVITIES

##### *Participation in International Conferences*

The Institute, as the National Section of the International Institute of Administrative Sciences (IIAS), had sponsored a 5-member delegation to the Round Table of the IIAS at Barcelona (June 22—28). The delegation consisted of Shri K. Hanumanthaiya, then Chairman, Administrative Reforms Commission (Leader); Shri N. K. Mukarji, Additional Secretary, Department of Administrative Reforms, Ministry of Home Affairs; Prof. G. Mukharji, Director, IIPA's Centre for Training & Research in Municipal Administration; Dr. B. S. Khanna, Head of the Department of Political Science, Panjab University; and Dr. J. N. Khosla, Director of the Institute. Dr. B. S. Khanna whose costs were borne by the university of Panjab and the University Grants Commission to join the other members of the delegation in Barcelona.

The agenda of the Round Table comprised of : (i) Governmental and administrative organisation in the field of scientific development; (ii) Changes of procedures, methods and organisational structures of the administration to cope with the effects of technical progress; and (iii) Participation of users or directly interested

persons in public administration, including national educational administration. Dr. Khosla was the General Rapporteur for the last item, excluding national educational administration.

The XIX World Congress of Local Authorities was held in Vienna from June 16—21, 1969. Among the participants were Dr. J. N. Khosla, Director, IIPA, and Prof. G. Mukharji, Director of the IIPA's Municipal Centre. Dr. Khosla, delivered the keynote address at the opening session of the Conference.

The Congress met in plenary sessions and in Working Groups. The four Working Groups dealt with the following subjects: (A) Financial and economic policy of the Central Government and Local Finance; (B) The development of Local taxation; (C) The financing of Local investments; and (D) New methods of financing administration. Dr. Khosla was elected the Chairman of the Working Group (D).

Dr. Khosla was re-elected Vice-President of the International Union of Local Authorities.

Dr. J. N. Khosla, Director, IIPA attended the Third Conference of the Directors and Principals of the Institute of Public Administration in the Commonwealth, held at Nairobi from April 13—17, 1970. He contributed a paper titled 'Role of Institutes of Public Administration as Consultants' at the above Conference.

### *Essay Competition*

The subjects announced for the Essay Competition 1969 were as follows:

- (1) Union-State Financial Relations
- (2) Economic Development and Administrative Change
- (3) Performance Appraisal in Public Service
- (4) All India Service in Union-State Relationship

Thirteen essays were received for the competition. The Committee of Judges recommended the award of first and second

prizes of Rs. 1,000 and Rs. 500 respectively to the following competitors:

<i>Name of Recipient</i>	<i>Amount</i>
1. Shri J. Shivakumar, I.A.S., Deputy Secretary to Government (Planning), Government of Tamil Nadu, Finance Department, Madras, for his essay on "Union-State Financial Relations".	Rs. 1,000 (First Prize)
2. Dr. P. K. B. Nayar, Raji Vihar, Sas-thamangalam, Trivandrum, for his essay on "Economic Development and Administrative Change".	Rs. 500 (Second Prize)

#### PERSONNEL MATTERS

The list of the Senior Staff members of the Institute is given in Appendix IV.

Prof. N. Srinivasan who was re-employed for a period of one year from January 1, 1969; has been given an extension for another year from January 1, 1970.

Shri V. S. Desikachari, Consultant, left the service of the Institute in August, 1969, and joined as Commissioner of Income Tax, Rajasthan.

Dr. A. P. Barnabas, Reader in Sociology and Social Administration is due to join the Institute on January 1, 1971, on the expiry of his two-year term with the Food and Agricultural Organisation of the United Nations in Afghanistan.

Dr. Ajit M. Banerjee, Reader in Public Administration, was granted extension of extraordinary leave till March 31, 1970 concurrently with his appointment as Regional Adviser on Public Administration under the United Nations Economic Commission for Asia and the Far East at Bangkok. He resigned from the service of the Institute with effect from April 1, 1970.

Prof. V. Jagannadham, Professor of Sociology and Social Administration, continued to be in-charge of the activities of the Office of Training.

Dr. M. J. K. Thavaraj was appointed Professor of Financial Administration with effect from the August 8, 1969.

Dr. S. K. Goyal was appointed Reader and Head of the Industrial Administration Unit with effect from August 8, 1969.

Shri B. S. Narula continued as Special Assistant to the Chairman, ARC, during the period under report. With effect from August 8, 1969, Shri Narula was appointed Professor of Public Administration at the Institute. He also continued to hold the charge of Assistant Editorship of Indian Journal of Public Administration, and Secretary, Committee on Case Studies. He continued to work as Secretary to Director till February 11, 1970.

Lt.-Col. C. Soni joined the Institute as Consultant on November 19, 1969.

Prof. R. C. Goyal started work in the Institute as Consultant with effect from March 25, 1969.

Shri S. S. Vishwanathan of the Indian Audit and Accounts Service joined the Financial Management Unit as a Programme Consultant with effect from October 30, 1969.

Shri Deva Raj is working as Research Consultant with effect from December 29, 1969 in the Centre for Training and Research in Municipal Administration.

Dr. S. P. Verma has been working as Analyst in Personnel Administration with effect from December 18, 1969.

Shri B. C. Bhasin is working as analyst in Consultancy Unit with effect from December 18, 1969.

Shri R. B. Puri and Shri D. D. Malhotra were appointed lecturers in the Institute on August 8, 1969 and August 20, 1969 respectively.

Shri V. M. Kulkarni was appointed, on temporary basis, Secretary to Director on February 11, 1970.

Shri Ved Parkash, Lecturer, has been awarded fellowship by the Institute for a period of two years for doctoral studies. He is at the University of Southern California, at present.

Shri J. N. Bahl, Superintendent (Accounts) on deputation from A.G.C.R. reverted to his parent department on April 7, 1970 and he was replaced by Shri A. S. Nagar Accountant from A.G.C.R.

The expert assistance of the following Ford Foundation Consultants was availed of during the year.

Prof. Ross Pollock, Assistant Director (Career Development) U.S.A. Civil Service Commission, Washington DC, continued to serve as full-time Consultant. He helped the Institute in its contribution to the work of the Administrative Reforms Commission, as well as in developing the Institute's consultancy unit. He also participated in some of the executive development programmes.

Prof. Edwin A. Bock, Professor of Political Science, Syracuse University and Chairman, Inter-University Case Program, U.S.A., was with the Institute from January 19 to February 26, 1970. He assisted the Institute in the development of its case programme, gave guidance in the use of methods of writing and editing case studies, and advised on the future of the case programme.

Prof. O. Glenn Stahl, Director, Bureau of Policies and Standards, U.S. Civil Service Commission, was with the Institute from May 1969 to October 1969. He advised the Institute on its work for the Administrative Reforms Commission in the field of personnel administration and helped review the need for a personnel unit at the Institute.

Mr. O' Driscoll, Director-General, Irish Tourist Board, Dublin, was with the Institute for about two weeks (July-August 1969). He advised the IIPA on its consultancy study of the Department of Tourism.

Mr. Edmund D. Dwyer, consultant had arrived at the end of year to start work on April 1, 1970. Mr. Dwyer would be helping in building up the consultancy service.

#### *Visiting Professor*

Prof. Shanti Kothari continued as Visiting Professor in Applied Administration during the year 1969-70.

### III. REGIONAL AND LOCAL BRANCHES

During the year under report a local branch was established at Udaipur. The number of Local Branches thus rose from 8 to 9. The number of Regional Branches stood at 12.

A financial assistance of the order of Rs. 42,250 was given to the Regional and Local Branches during the year. This included the one-fourth share of the subscription of members of the Branches.

The details about the office bearers of the Regional and local Branches are given in Appendix VII.

#### *Madras Regional Branch*

A two-day seminar, organised by the IIPA Madras Regional Branch, was held at Rajaji Hall on October 11-12, 1969. The Seminar discussed the recommendations of the ARC on Personnel Administration. Shri Ujjal Singh, Governor of Tamil Nadu, inaugurated the Seminar.

The Tamil Nadu Government has acceded to the request of the Madras (IIPA) Regional Branch to share 50 per cent of the subscription in respect of such officers as become members of the Branches.

The proceedings of a Seminar on "Redressal of Public Grievances" held last August under the auspices of the Madras Branch were released by the Governor of Tamil Nadu on October 11, 1969.

The branch organised a discussion on the "Role of Public Servants in a Democratic Set-up". The guest speaker was Shri V. S. Hejmadi, formerly Chairman, UPSC.

On January 23, 1970, members gathered at the American Cultural Centre to hear Dr. K. Gopalan on the "Moon Before and After Appollo 11". His talk was preceded by a view of the moon rock and models of the lunar module.



On March 3, 1970, Prof. Northcote Parkinson addressed members of the Branch. The subject of his talk was "Centralisation vs. Decentralisation".

### *Maharashtra Regional Branch*

The Maharashtra Regional Branch organised a seminar on February 21 and 22, 1970, on the ARC Report on Personnel Administration. The Seminar discussed some of the recommendations of the Commission. It was attended by about 60 senior Government officials, prominent educationists, academicians and representatives of industry and commerce.

The Branch arranged the following lectures for the members, during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
20.5.1969	Lord Fulton	"The Fulton Report."
6.6.1969	Shri D. S. Joshi, Formerly Cabinet Secretary, Government of India.	"Administrative Services."
28.7.1969	Mrs. Vera Dean, Professor of International Development at the Graduate School of Public Administration, New York University.	"Problems and Priorities of Development."
18.8.1969	Dr. S. P. Aiyar, Reader in Public Administration, Bombay University.	"Ethics of Advertising."
8.9.1969	Dr. R. K. Hazari, Editor, Economic and Political Weekly, Bombay.	"New Directions of Economic Policy."
9.10.1969	Dr. Howard Wriggins.	"The Contrast between Policy and Performance—Some Reflections."
29.11.1969	Mr. Maurice Zinkin, Head of the Department Economics & Statistics, Unilever Ltd., London.	"Criteria for Government Intervention in Industry."

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
17.3.1970	Shri V. V. Gokhale, Deputy Secretary to the Government of Maharashtra, Rural Development Department, Bombay.	"Data Processing for Public Administration."

#### *Mysore Regional Branch*

The Mysore Regional Branch arranged the following lectures during the year:

22.5.1969	Shri S. Bhoothalingam Director General, National Council of Applied Economic Research, New Delhi.	"Professionalism in Administration."
26.5.1969	Dr. P. R. Brahmananda, Professor of Monetary Economics, University of Bombay.	"Centre-State Relations in the context of Planning."
26.6.1969	Prof. T. Reuben, Member, Mysore Public Service Commission.	"Philosophy of Public Administration."
19.2.1970	Swami Ranganathananda, Ramakrishna Math and Mission, Calcutta.	"Philosophy of Service."

The report of the research project entitled "Organisation of Government of Mysore" is now ready for publication.

#### *Pondicherry Regional Branch*

During the year under report, the Pondicherry Regional Branch, in collaboration with the Finance Department of the Government of Pondicherry, organised a training course on "Performance Budgeting" from November 24 to 29, 1969. The purpose of the course was to acquaint the government servants with the principles and salient features of this type of budgeting. Shri A. Premchand, Assistant to the Programme Adviser, Public Administration, Ford Foundation, New Delhi, gave a series of lectures on the subject.

The Branch also arranged the following lectures:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
13.6.1969	Shri M. R. Yardi, ICS, Formerly Additional Secretary, Ministry of Home Affairs, Government of India.	"The Public and the Administration."
13.8.1969	Shri K. V. Ramanathan, IAS, Zonal Manager, Food Corporation of India.	"Public Sector Undertakings."

The Branch conducted a study tour for its members. The members visited the Neyveli Lignite Corporation as a part of the tour. The tour to the thermal project proved to be an interesting outdoor study and it greatly enthused the members.

The Branch has its own Library.

#### *Punjab, Haryana and Chandigarh Regional Branch*

The branch arranged the following talks during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
8.8.1969	Air Vice Marshal Harjinder Singh	"Ancient Hindu Science and Technology."
19.9.1969	Lt.-Genl. P. S. Gyani	"Military Organisation and Administration: Some Lessons for Civilian Administration."
23.1.1970	Prof. H. Buch	"The Working of Administrative Tribunals in Europe with special reference to the redress of citizens' and Administrators' grievances."
2.3.1970	Shri C. S. Jha	"Reflections on United Nations Administration."
9.3.1970	Prof. C. Parkinson	"Certain Aspects of Public Administration."

Under the auspices of the branch a Seminar on "Civil Services in a Developing Democracy" was held on October 3, 4, and 5, 1969, at Chandigarh. It was attended by experienced Civil Servants drawn from the States of Punjab, Haryana, Jammu & Kashmir and Union Territories of Delhi and Chandigarh. Besides the representatives of the Indian Institute of Public Administration, New Delhi, Department of Administrative Reforms, Government of India, and National Academy of Administration, Mussoorie, faculty member of Universities of Panjab and Kurukshetra and the Panjabi University, attended the Seminar.

The Seminar held useful and interesting discussions on important topics like structure of Civil Services, Recruitment and Training in Civil Services, Morale and Discipline and relations between Civil Servants and Citizens. As many as twelve working papers based on relevant reports of the ARC were presented by top academicians and high ranking civil servants.

#### *Uttar Pradesh Regional Branch*

The printing of the book on the "Organisation of the Government of Uttar Pradesh" by Shri M. Zaheer and Shri J. Gupta being published under the auspices of the Institute and the Regional Branch, was completed during the year under report.

During the year, the branch also arranged lectures by Dr. H. Buch, Professor in Administrative Law, Political Science and Justice of the Supreme Court at the University of Brussels in collaboration with the Department of Public Administration, University of Lucknow.

#### *Ajmer Local Branch*

The Ajmer Local Branch is engaged on a research project on "Morale, Motivation and Attitudes of Civil Servants towards their work at the District and Tehsil levels in Ajmer district".

The Branch also organised the following lectures during the year under report:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
21.6.1969	Shri B. D. Pathak, General Manager, Shriram Rayons, Kota	"Future of State Enterprises in India."

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
22.7.1969	Shri V. Vishwanathan, Governor of Kerala	"Tips to Young Administrators."
3.8.1969	Shri H. V. Kamath	"The Mystique and Technique of Administrators."
10.10.1969	Shri Asoka Mehta, M.P.	"Administrators of the Seventies."
29.11.1969	Shri Dharma Vira, Governor of Mysore	"Administrators of Yesterday and Today."
7.12.1969	Smt. Tarakeshwari Sinha, M.P.	"Roles of Civil Servants in Changing India."
7.1.1970	Shri T. N. Chaturvedi, Joint Director, National Academy of Administration, Mussoorie	"Trends in Indian Administration."
15.3.1970	Prof. Siddheshwar Prasad, Deputy Irrigation Minister, Government of India.	"Crisis of Values."

#### *Poona Local Branch*

On May 20, 1969, the Poona Local Branch arranged a discussion on "Why Maharashtra candidates do not fare well in IAS and allied competitive examinations and what steps should be taken to improve their performance?" The speakers/participants at the discussion were, Shri P. R. Dubhashi, I.A.S.; Prof. V. M. Dandekar, Dr. V. S. Mahajani, Dr. D. K. Garde and Shri S. S. Tinaikar, I.A.S.

The study on the "Working of Committee System in Poona Municipal Corporation" undertaken by the Poona Local Branch, last year is in progress.

The Branch organised the following talks/debates during the year:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
27.6.1969	Dr. N. R. Inamdar, Reader in Public Administration, University of Poona	"Administrative System in Poland."

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
9.10.1969	Shri P. R. Dubhashi, IAS Director, Vaikunth Mehta National Institute of Cooperative Manage- ment, Poona.	"Debate on ARC's pro- posals on Personnel Administration."
15.12.1969	Mr. P. V. R. Rao, ICS (Retd.)	"Politicians and Civil Servants."

#### *Vallabh Vidyanagar Local Branch*

One of the major projects which was taken up during the year in hand was a Symposium on University Administration. Series of lectures were organised on the various aspects of this subject by calling several speakers with proven authority on the respective subjects.

The following were the titles of the talks and the names of the speakers:

<i>Date</i>	<i>Speaker</i>	<i>Subject</i>
4.10.1969	Shri R. S. Trivedi, Princi- pal and Prof. A. R. Patel.	"Students — Services: Its Needs and Organisation in the University Admi- nistration."
....10.1969	Dr. J. W. Airan, Daulat Leadership Centre, Satara (Maharashtra).	"University, Colleges, the State Government and the U.G.C."
21.12.1969	Prof. R. C. Patel, President, Baroda Uni- versity Teachers Associa- tion, Baroda	"University Teachers and Administration."
21.2.1970	Prof. A. B. Shah	"The Medium of Instruction at the University Level."
3.3.1970	Prof. G. D. Parikh, Bombay	"Academic Freedom, University Autonomy."

The lectures given by the above individuals are being processed and they will be published in a book form.

#### IV. FINANCES AND ACCOUNTS

The Institute received from the Government of India during the year under report a grant of Rs. 10,50,000 for meeting the recurring expenditure. Grant-in-aid of Rs. 2,15,000 and Rs. 1,50,000 for the Centre for Training and Research in Municipal Administration and for the Executive Development Programme, respectively, were received during the year, exclusive of the balances of unspent grant amounting to Rs. 2,865.97 and Rs. 46,175.97 respectively which were brought forward from the previous year. However, the amount of Rs. 2,865.97 the unspent balance of the grant-in-aid for CMA was refunded to the Government during the year. Sums of Rs. 4,940, Rs. 6,000 and Rs. 8,000 against sanctioned grants of Rs. 50,000, Rs. 33,075 and Rs. 19,900 for the studies "Voting Behaviour", "Price Policy and Cost Behaviour in Public Enterprises" and "Inventories of Land of Operative Builders in Urban Agglomerations" respectively were also received during the year and balance of Rs. 11,075 and Rs. 6,900 from out of the sanctioned grants of Rs. 33,075 and Rs. 19,900 are expected from the Government during the current year. A sum of Rs. 45,000 was also received during the year from the Industrial Licensing Enquiry Committee towards reimbursement of salaries of Dr. H. K. Paranjape and Dr. S. K. Goyal on account of the work done by them for the Committee.

The major payments from out of the recurring grant from the Government for the Institute only were on the following items:

Establishment	7,09,150
Fellowships	41,374
Essay Prize, Seminars, Conferences, and Foreign Affiliations	17,006
Library (Books, periodicals, equipment)	84,665
Publications	91,138
Promotion of Activities of the Branches	42,250

Maintenance of Building, Hostel, Garden, Taxes & Electricity of Water Charges	2,23,296
Office Expenses, Services & Supplies, Contingencies & Miscellaneous, and Office Equipment	1,89,515

Expenditure against the other major grants mentioned above was as under:

Centre for Training & Research in Municipal Administration, inclusive of refund of Rs. 2,865.97 to the Government	2,14,899
Executive Development Programme	1,82,393
Study of Voting Behaviour in India	5,614
Study on Price Policy and Cost Behaviour in Public Enterprises	21,353
Inventories of Land of Operative Builders in Urban Agglomerations	14,189
Expenditure against receipts Industrial Licensing Enquiry Committee	44,056
Expenditure on Special Courses on Performance Budgeting	21,041

The unspent balances of these grants for the year under report will be carried forward to the current year.

#### *Ford Foundation Grants:*

The position as on March 31, 1970 of the various Ford Foundation grants was as under:

#### *Ford Foundation Grant II*

A credit balance of Rs. 5,238.19 was carried forward from the previous year and a sum of Rs. 22,866.11 was adjusted during the year thus increasing the balance to Rs. 28,104.30. Out of this amount a sum of Rs. 14,224.93 was spent during the year under report and the balance is being carried forward.



### *Ford Foundation Grant III (No. 66 — 389)*

A credit balance of Rs. 2,32,870.96 was brought forward from the previous year in respect of the III Ford Foundation Grant for ARC Work. In addition to this a sum of Rs. 11,004.90 being the interest given by the First National City Bank of New York was received during the year.

Expenditure incurred during the year out of the Ford Foundation III Grant amounted to Rs. 83,505.11 and the balance is being carried forward.

### *Ford Foundation Grant IV (No. 68 — 708)*

A debit balance of Rs. 16,015.75 from the previous year in respect of the Ford Foundation IVth Grant for Consultancy was brought forward. A sum of Rs. 8,03,250 was received in six instalments during the year under report.

Expenditure incurred during the year out of the above grant amounted to Rs. 2,10,386.33 (inclusive of the expenditure of Rs. 16,015.75 for the pervious year, *i.e.*, 1968-69) and the balance is being carried forward.

### *Ford Foundation Grant V (No. 690 — 0598)*

A sum of Rs. 1,05,075.68 was received under this grant till March 31, 1970 and the expenditure stood at Rs. 24,004.54 and the balance is carried forward.

### *Receipts from American Embassy*

For consultancy work done for the U.S. Embassy a credit balance of Rs. 16,035.88 was brought forward from the previous year. In addition a sum of Rs. 46,644.31 was received during the year under report. A sum of Rs. 823.28 only was spent during the year and balance amount is being transferred to the Consultancy fund.

### *Total Payments*

Total payment on account of all the activities of the Institute during the year under review, including the payment on program-

from the Ford Foundation and the Government of India, was Rs. 23,98,519.80 excluding closing cash and bank balances, vide Receipt & Payment Account, Balance Sheet, and the Income & Expenditure Account given in Appendices VIII, IX, X respectively.

M/s S. Vaidyanath Aiyar & Co. continued to work as Honorary Auditors for the Institute during the year under report.

*Budget Estimates for 1970-71*

Budget Estimates for 1970-71 are given in Appendix XI.

## V. CONCLUSION

It had been a difficult year but it also had its silver lining. From the report it will be seen that the Executive Development Programme has gathered momentum in almost all specialised areas and that the consultancy service of the Institute has made a beginning. It is said that the programme is as good as the personnel that manages it. The Institute has, therefore, been making efforts to help middle and senior level management personnel in government and public enterprises to appreciate recent developments in management sciences, acquaint themselves with new techniques and acquire new skills.

The consultancy service will further promote a two-way traffic between the government and the academic world. This will strengthen our efforts to study administrative problems and to suggest their workable solutions.

The work done for the Administrative Reforms Commission (which ended its work on June 30, 1970) over the years has left the Institute richer in experience and with better understanding of administrative processes.

To help modernisation of financial management and control in the Government, the Institute has been making special efforts through the programmes developed in one of its specialised units.

As the specialised units develop their work and are strengthened, it will be possible to pay increasingly greater attention to the problems of implementation of the various administrative reforms suggested by the ARC and other committees and commissions.

The Institute continued to have support in its work from the Government of India and its various Ministries. The Institute not only received financial support from them but also encouragement in the development of its work programmes.

The Training Division of the Ministry of Home Affairs, Government of India, and the Union Ministry of Health need to be particularly mentioned for the interest they took in the organisation of the Executive Development Programme and the development of the Centre for Research and Training in Municipal Administration. The Institute is thankful to the Ford Foundation for their continued support to some of its developmental activities. A large number of people in all walks of life and those working in Government at various levels, have helped the Institute and made their contribution to its development. The Institute is indebted to them. The members of the Faculty and other members of the staff worked hard to make achievements described above possible and in minimising the adverse effects of the constraints that are always there in a changing situation.

## APPENDIX I

### EXECUTIVE COUNCIL AND ITS COMMITTEES

#### PATRON

Dr. S. Radhakrishnan  
Formerly President of India

#### EXECUTIVE COUNCIL

(As on July 31, 1970)

#### *President*

Shri Y. B. Chavan  
Union Finance Minister

#### *Chairman, Executive Council*

Shri Asoka Mehta	Member of Parliament and Formerly Union Minister of Petroleum & Chemicals and Social Welfare.
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#### *Vice-Presidents*

Dr. P. B. Gajendragadkar	Vice-Chancellor, University of Bombay
Dr. C. D. Deshmukh	Formerly Vice-Chancellor, University of Delhi.
Dr. A. N. Jha	Lt.-Governor, Union Territory of Delhi.
Shri C. Subramaniam	Formerly Union Minister for Food, Agriculture, Community Development and Cooperation.

#### *Honorary Treasurer*

Shri D. L. Mazumdar	Formerly Director, India International Centre, New Delhi.
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### *Elected Members*

Shri N. H. Atthreya	Director, Modern Management Counsel, Management Consultant, Bombay.
Dr. A. Avasthi	Professor of Political Science, University of Saugar, Sagar.
Shri Bipin Chandra	Senior Deputy Accountant General (Hq.), Office of the Accountant General, Maharashtra, Bombay.
Shri M. K. Chaturvedi	Secretary to the Vice-Chancellor, Banaras Hindu University, Varanasi.
Shri M. V. Desai	Adviser (PIP), Planning Commission.
Shri Gopeshwar Nath	Joint Secretary, Department of Rehabilitation, Ministry of Labour, Employment and Rehabilitation, Government of India.
Shri V. S. Hejmadi	Formerly Chairman, Union Public Service Commission.
Prof. Shanti Kothari	Formerly Member, Rajya Sabha.
Dr. P. S. Lokanathan	Formerly Director-General, National Council of Applied Economic Research.
Prof. M. V. Mathur	Director, Asian Institute of Educational Planning and Administration, New Delhi.
Shri N. K. Mukarji	Additional Secretary, Department of Administrative Reforms, Ministry of Home Affairs, Government of India.
Shri H. M. Patel	M.L.A. (Gujarat) and Chairman, Charutar Vidyamandal, Vallabh Vidyanaagar.
Shri K. L. Rathee	Formerly Commissioner, Municipal Corporation of Delhi.

Dr. K. N. V. Sastri	Retired Professor, Mysore University.
Shri C. M. Trivedi	Formerly Member, Planning Commission.

*Co-opted Members*

Shri Chandra Shekhar	Member, Rajya Sabha.
Shri N. P. Sen	Principal, Administrative Staff College of India, Hyderabad.
Shri B. Sivaraman	Cabinet Secretary, Government of India.
Shri B. Venkatappiah	Member, Planning Commission.

*Ex-Officio Member and Secretary*

Dr. J. N. Khosla	Director, Indian Institute of Public Administration.
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*Ex-Officio Members of the Executive Council*

(Chairmen of the Regional Branches)

Shri K. N. Anantaraman	Vigilance Commissioner, Government of Andhra Pradesh, Hyderabad.
Shri Utsavbhai Parikh	Chairman, Gujarat Mineral Development Corporation Limited, Ahmedabad.
Shri M. Gopal Menon	Chief Secretary, Government of Kerala, Trivandrum.
Shri M. P. Shrivastava	Chief Secretary, Government of Madhya Pradesh, Bhopal.
Shri C. A. Ramakrishnan	Formerly Chief Secretary, Government of Tamil Nadu, Madras.
Shri B. B. Paymaster	Chief Secretary, Government of Maharashtra, Bombay.
Shri R. N. Singhdeo	Chief Minister of Orissa, Bhubaneswar.
Shri R. N. Vasudeva	Chief Secretary, Government of Mysore, Bangalore.

Smt. J. Anjani Dayanand	Chief Secretary, Government of Pondicherry, Pondicherry.
Mr. Justice D. K. Mahajan	Chandigarh
Shri B. Mehta	Chairman, Rajasthan Industrial & Mineral Development Corporation, Jaipur.
Shri B. Lal	Chief Secretary, Government of Uttar Pradesh, Lucknow.

#### *Standing Committee*

Shri Asoka Mehta	Shri D. L. Mazumdar
Shri Bipin Chandra	Shri H. M. Patel
Shri Chandra Shekhar	Shri K. L. Rathee
Dr. P. S. Lokanathan	Dr. K. N. V. Sastri
Prof. M. V. Mathur	Shri B. Sivaraman

Dr. J. N. Khosla

#### LIBRARY COMMITTEE

##### *Members Nominated by the Executive Council*

Shri N. H. Atthreya	Director, Modern Management Counsel, Management Consultants, Bombay.
Shri M. V. Desai	Adviser (PIP), Planning Commission, New Delhi.

##### *Ex-officio Members*

Dr. J. N. Khosla  
Director, IIPA

Librarian and Reference Officer, IIPA

##### *Members of the Faculty Nominated by the Chairman of the Executive Council*

Prof. N. Srinivasan	Professor of Political Science, IIPA.
Dr. H. K. Paranjape	Professor of Planning Machinery and Process, IIPA.



## BUILDING ADVISORY COMMITTEE

### *Chairman*

Shri D. L. Mazumdar      Formerly Director, India International Centre, New Delhi.

### *Members*

Shri M. L. Nanda      Engineer-in-Chief, CPWD, Government of India.  
Chief Architect, CPWD  
Financial Adviser, CPWD

Shri K. N. Butani\*      Director, Institute of Applied Manpower Research, New Delhi.

Dr. J. N. Khosla      Director, IIPA.

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\*Only for business relating to the building for the Institute of Applied Manpower Research.

## APPENDIX II

### THE RESEARCH COUNCIL

#### *Chairman*

Director of the Institute

#### *Outside Expert Members*

- |   |  |
|---|--|
| 1. Shri B. C. Mathur,<br>Joint Secretary, Ministry of<br>Home Affairs, New Delhi.                           | 4. Shri I. G. Patel,<br>Special Secretary, Ministry<br>of Finance, Government of<br>India.                                 |
| 2. Prof. M. V. Mathur,<br>Director, Asian Institute of<br>Educational Planning and<br>Administration.       | 5. Shri D. L. Mazumdar,<br>Formerly Director,<br>India International Centre  |
| 3. Dr. P. S. Lokanathan,<br>Formerly Director-General,<br>National Council of Applied<br>Economic Research. | 6. Shri N. K. Mukarji,<br>Additional Secretary, Depart-<br>ment of Administrative<br>Reforms, Ministry of Home<br>Affairs. |

#### *Faculty Representatives*

1. Prof. N. Srinivasan
2. Prof. V. Jagannadham
3. Prof. H. K. Paranjape
4. Prof. G. Mukharji
5. Prof. M. J. K. Thavaraj
6. Prof. B. S. Narula
7. Dr. S. R. Maheshwari
8. Dr. S. K. Goyal
9. Lt.-Col. C. Soni
10. Prof. R. C. Goyal

#### *Specialised Areas Represented*

Development Administration  
 Citizen Administration  
 Planning Machinery and Process  
 Municipal Administration  
 Financial Control and Budgeting  
 Administrative Theory and  
 Behaviour  
 Organisation and Methods  
 Industrial Administration  
 Consultancy Unit

**APPENDIX III**  
**THE INDIAN JOURNAL OF PUBLIC  
ADMINISTRATION**

*Editor*

Shri L. P. Singh*	Home Secretary, Government of India
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*Editorial Board*

Dr. J. N. Khosla†	Director, Indian Institute of Public Administration
Prof. S. V. Kogekar	Member, Forward Markets Commission, Bombay
Prof. M. V. Mathur	Director, Asian Institute of Educational Planning and Administration, New Delhi
Prof. K. N. V. Sastri	Retired Professor, Mysore University
Shri S. L. Shukdher	Secretary, Lok Sabha

*Assistant Editor*  
Prof. B. S. Narula

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\*Resigned with effect from June 30, 1970.

†Appointed Editor with effect from June 30, 1970.

## APPENDIX IV

### FACULTY OF THE SPECIALISED UNITS AND SENIOR ADMINISTRATIVE STAFF MEMBERS

*(As on July 31, 1970)*

Dr. J. N. Khosla                      Director

#### 1. DEVELOPMENT ADMINISTRATION UNIT

Prof. N. Srinivasan                  Professor of Political Science

Smt. M. Lakshmiswaramma      Research Assistant

#### 2. CITIZEN ADMINISTRATION UNIT

Prof. V. Jagannadham              Professor of Social Policy and  
Administration

Shri N. K. N. Iyengar              Lecturer

Shri N. S. Bakshi                  Training Associate

#### 3. PLANNING UNIT

Prof. H. K. Paranjape              Professor of Planning Machinery  
and Process

Shri P. J. Vernekar                Training Associate

#### 4. MUNICIPAL ADMINISTRATION UNIT

Prof. G. Mukharji                  Professor of Municipal Adminis-  
tration and Director, Centre for  
training and Research in Municipal  
Administration.

Shri Deva Raj                      Research Consultant

Shri A. Datta                      Reader in Municipal Administra-  
tion.

Shri M. Bhattacharya              Reader in Municipal Administra-  
tion.

Dr. B. D. Raheja	Lecturer
Dr. R. S. Gupta	Lecturer
Shri Mulkh Raj	Research Officer
Shri P. V. Rao	Statistician
Miss Shanta Kohli	Research Assistant

#### 5. CONSULTANCY UNIT

Lt.-Col. C. Soni	Consultant
Prof R. C. Goyal	Consultant
*Dr. S. P. Verma	Research Associate
Shri B. C. Bhasin	Analyst

#### 6. FINANCIAL MANAGEMENT UNIT

Prof. M. J. K. Thavaraj	Professor in Financial Management
Shri C. S. Parthasarathi	Programme Consultant (Project Planning)
Shri S. S. Viswanathan	Programme Consultant (Performance Budgeting)
Shri P. N. Balu	Programme Consultant (State Budget)
Shri K. L. Handa	Lecturer
Shri K. B. Iyer	Training Associate
Shri K. S. R. N. Sarma	Statistical Assistant

#### 7. ADMINISTRATIVE THEORY AND BEHAVIOUR UNIT

Prof. B. S. Narula	Professor in Public Administration
*Shri R. B. Puri	Lecturer

#### 8. ORGANISATION AND MANAGEMENT UNIT

Dr. S. R. Maheshwari	Reader in Organisation and Methods
Shri D. D. Malhotra	Lecturer

\*Services temporarily loaned to the Pay Research Cell from April, 1970.

#### 9. INDUSTRIAL ADMINISTRATION UNIT

Dr. S. K. Goyal

Reader in Industrial Administration.

#### 10. SCIENCE AND GOVERNMENT UNIT

Shri Ved Prakash

Lecturer (on fellowship abroad)

#### SENIOR ADMINISTRATIVE STAFF

Shri R. G. Mulgund

Registrar

Shri V. M. Kulkarni

Secretary to Director and Assistant Editor

Shri R. N. Sharma

Deputy Librarian

Shri V. Ramakrishna

Superintendent (Office of Training)

Shri A. S. Nagar

Superintendent (Accounts)

Shri S. K. Kohli

Superintendent (Administration)

## APPENDIX V

### EXECUTIVE DEVELOPMENT PROGRAMME

Nature of the programme, number of participating officers and number of overseas officers together with their countries:

<i>Sl. No.</i>	<i>Title of the Programme</i>	<i>Total Number of Participants</i>	<i>Number of Officers from other Countries</i>
1.	Development Administration	17	—
2.	Development Administration	25	—
3.	Administrative Behaviour	19	—
4.	Administrative Behaviour	19	—
5.	Economic Decision Making	28	—
6.	Municipal Administration	17	2 (from Indonesia)
7.	Municipal Administration	21	3 (one each from South Yemen, Afghanistan and Philippines).
8.	Municipal Administration	35	5 (three from Thailand one each from Mauritius and Kenya).
9.	Performance Budgeting	19	—
10.	Performance Budgeting	28	—
11.	Performance Budgeting	31	—
12.	Performance Budgeting	27	—
13.	Budgeting and Financial Control	45	3 (from U.A.R.)
14.	Budgeting and Financial Control		

<i>Sl. No.</i>	<i>Title of the Programme</i>	<i>Total Number of Participants</i>	<i>Number of Officers from other Countries</i>
15.	Budgeting and Financial Management	30	—
16.	Budgeting and Financial Management	47	—
17.	Performance Budgeting for Public Sector Undertakings	36	—
18.	Personnel Administration	18	—
19.	Techniques of Administrative Improvement	20	1 (from Philippines)
20.	Modern Aids to Management	22	—
21.	Materials Planning	28	—
22.	Materials Planning	26	—
23.	Project Formulation	35	—
24.	Project Formulation	24	—
25.	Training of Trainers	34	—
	Total including overseas participants	<hr/> 661 <hr/>	<hr/> 14 <hr/>



## **APPENDIX VI**

### **ACADEMIC CONTRIBUTIONS MADE BY THE STAFF OF THE INSTITUTE**

Research undertaken and major academic contributions made by the Faculty and Researchers of the Institute.

#### **Dr. J. N. Khosla**

“Urbanisation in the Developing Countries and its Consequences for Local Government”. (Key-note address delivered at the XIXth World Congress of Local Authorities held at Vienna from 16 to 21st June, 1969 and later published in the Special Issue (July-August, 1969) of the IULA Newsletter.

“Participation of Users or Directly connected Persons in Public Administration”. (A paper presented at the Round Table of the International Institute of Administrative Sciences held at Barcelona from June 23 to 27, 1969).

“Role of Institutes of Public Administration as Consultants”. (A paper presented on the third Conference of Directors & Principals of Institutes of Public Administration in the Commonwealth, held at Nairobi from April 13 to 17, 1970).

Delivered a number of lectures at: The Indian Institute of Mass Communication, University College, Nairobi, Institutes of Public Administration at Kampala and Dar-a-Salaam, etc.

#### **Prof. N. Srinivasan**

“The Indian Voter—A Survey of the General Election of 1967” (a research project assigned by the Research Programmes Committee of the Planning Commission—Report is being prepared for publication).

“The Reform of Rural Local Government” (A paper submitted to the Seminar organised by the National Institute of

Community Development, Hyderabad, in October 1969 and published by the NICD: "Local Government Institutions in Rural India)—March, 1970).

"The Constitution and the Weaker Sections". (A paper submitted to a Seminar held at Tenali, January 1970).

"The Indian Federal System"—Studies of an aspect of Union-State Relations in India. (A book in the process of publication).

"The Indian Electoral and Political System" (in cooperation with Prof. V. Subramaniam).

"A Bibliographical Survey of Union-State Relations in India" (Report submitted to the Indian Council of Social Science Research—1970).

A review article on "The All-India Services" (The Journal of the Indian Law Institute).

"Union-State Relations in Agricultural Development" (A paper for the National Convention on Centre-State Relations).

"Union-State Relations" (Four lectures delivered at the Institute of Constitutional and Parliamentary Studies).

### **Prof. V. Jagannadham**

"Assessment Department of the Delhi Municipal Corporation." A study assigned by the Ministry of Home Affairs. The report is now being revised for publication.

Participated in the Seminar on "Training of Trainers" held at Mussoorie in June, 1969.

Participated in the 1st Conference organised by the Indian Society for Training and Development in March, 1970.

Served as a Member of the Evaluation Committee on Integrated Programme of Family and Child Welfare sponsored by the Social Welfare Department, Government of India.

Was invited to be a Member of the Organisational Committee on Population Policy and a Seminar on Research for Policy in the field of Social Defence respectively in October, 1969

and February 1970, organised by the Council for Social Development.

Contributed 7 articles/papers in leading periodicals.

**Prof. H. K. Paranjape**

"Depth Study of Experience in Preparing Five Year Plans" (in progress).

Study of the "Erstwhile Fourth Five Year Plan" and the revised volume on "The Planning Commission" (in progress).

Review of the implementation of Administrative Reforms in the field of Planning (completely revised as a result of the developments during 1969-70 and finalized for publication).

Acted as a Convener of the Advisory Groups appointed by the Indian Council of Social Science Research for organising Social Science Surveys in the field of Public Administration; in addition, was assigned the task of preparing the survey in the sub-areas: (1) Planning; (2) Project Planning; (3) Regulation of Public Enterprises; and (4) Science and Government.

Prepared a Working Paper on Union-State Relations with Special reference to Development Planning in States for discussion at the Members' Annual Conference of the IIPA in October 1969; also prepared the proceedings of the Conference for publication.

Prepared a discussion paper on Centre-States Relations in Planning for the National Convention on the Constitution and finalised it for publication.

Continued to be a Member, Industrial Licensing Policy Enquiry Committee (The Committee's work occupied a large part of time up to July 1969, when the report of the Committee was submitted to the Government).

Worked as the National Correspondent in collaboration with Dr. M. L. Lakhera and Shri P. J. Vernekar for studies on Public Enterprises and National Planning undertaken by the Public Administration Division, United Nations.

Participated as a Consultant in the colloquim on Development Administration organised for Ceylon Government officials at Colombo in September 1969 by the UN Economic Development Institute, Bangkok.

Contributed 6 articles in leading weeklies and periodicals.

### **Prof. Shanti Kothari**

Delivered lectures at the University of Bhopal; University of Kashmir, Srinagar; the Orientation Centre of Foreign Studies, Delhi University; Rotary and Lions Club Meetings on the Problems of Administration and Politics; the H. C. Mathur State Institute of Public Administration, Jaipur; and Officers' Training School, Ahmedabad.

Had discussions with the Faculty Members of the Political Science Department, Madras University, Madras.

Broadcast on Coalitions on All India Radio.

Participated in the Conferences held in connection with the Development Administration in Delhi and other places.

### **Prof. G. Mukharji**

Attended several meetings, Seminars and Conferences in and outside Delhi including the Seminar on "Civil Services in a Developing Democracy" (organised jointly by the Department of Public Administration, Panjab University and the Regional Branch of the IIPA at Chandigarh) in October 1969 and the colloquim organised by the National Building Organisation of the Government of India in December 1969, on 'Housing' and the Seminar on Case Studies in February, 1970.

Delivered several lectures including those at the National Institute of Health Administration and Education, New Delhi; National Building Organisation; School of Planning and Architecture and the Institute's Training Courses on Administrative Behaviour, and Social Welfare organised at the IIPA.

Was a member, Police Research Advisory Committee.

Was a Member, Working Group set up by the Department of Social Welfare, Government of India, to examine a proposal to introduce a programme of Integrated Services on Children and Youth in Urban Areas.

Agreed to write a paper for the United Nations on 'Local Government Reforms'.

**Prof. M. J. K. Thavaraj**

"A Study of the System of Payments and Receipts at the Treasuries" (jointly with Shri K. L. Handa).

"Delegation of Financial Powers".

"Problems of Resource Mobilisation in the States". (Edited the Proceedings of the Conference held in April 1969 with the assistance of Shri K. B. Iyer).

"Trends of Taxation in Punjab" (assisted by Shri K. S. R. N. Sarma).

"Resource Potential from Agriculture in Punjab" (assisted by Shri K. S. R. N. Sarma).

Prepared a bibliography on budgeting and financial administration with a view to identifying the gaps in research fields assigned by the Indian Council of Social Science Research (assisted by Shri M. V. Narayana Murthy).

Contributed many articles in leading periodicals including: (i) "Grass hoppers and Thrifty Ants" (Resource Mobilisation; Centre-States Aspects); (ii) "Deficit Financing and Social Justice" and "Prospect of Resource Mobilisation for Agriculture".

Was a Member, Taxation and Resources Enquiry Committee, Government of Punjab.

Was an Expert Member, Board of Assessment for Technical and Professional Qualifications, Ministry of Education and Youth Services.

Was a Member of the Foreign Scholarships Selection Committee, Ministry of Education and Youth Services.

Was a Member, Foreign Scholarships Committee of the United States Educational Foundation in India.

Participated in the Seminar on Centre-States Relations organised by the Institute of Advanced Studies, Simla.

Delivered 11 lectures.

### **Prof. B. S. Narula**

Prepared for discussion in the Administrative Reforms Commission (as Special Assistant to its Chairman) detailed papers as follows:

(a) for ARC Report on Personnel Administration: Training of Civil Servants; (b) for ARC Report on State Administration; Minister-Secretary Relationships at the State Level; State Secretariats; Executive Departments in the States; Civil Service Training in States; and O & M in States.

Read a paper on "Administration for Development at the 11th World Conference of Society for International Development (New Delhi, Nov. 14—17, 1969).

Prepared and presented a comprehensive paper on "Personnel Reforms and Challenges of Development—The Indian Experiment" at the Round Table on Administrative Reforms and Development convened by the National Institute of Administration and Development, Civil Service Board of Republic of Lebanon.

Contributed articles:

(i) "Ministers and Civil Servants in a Developing Democracy", *Management in Government*, October-December, 1969 (a revised version of a paper read at the Seminar on Civil Service in a Developing Democracy, held at Chandigarh from October 1—5, 1969) and (ii) Role of Civil Services in Administration—Challenges of 1970's, *Times of India*, January 26, 1970.

Study on "Administrative Leadership at the level of Minister in the Central Government" (initial report submitted to the ARC).

Study on "Role and Working of the Administrative Reforms Commission" (in progress).

Delivered lecture on "Machinery of Government of India and Attempts at Administrative Reforms" at the Orientation

Centre for Foreign Technicians in India (November 1969) and on "Administrative Leadership" in the Second Course in Administrative Behaviour of the IIPA (March 1970).

#### **Dr. S. R. Maheshwari**

Books published: (i) "The Evolution of Indian Administration"; (ii) "Local Government in India"; (iii) Fourth, enlarged and revised edition of Lok Prashasan (in Hindi, under co-authorship).

Contributed a number of articles/papers/book reviews in various leading periodicals.

Wrote a paper on Administrative Reforms at the instance of the IIPA.

Participated in two Seminars besides those organised by the IIPA (including the Municipal Centre).

Delivered a number of lectures.

Collaborated in the revision of the Organisation of the Government of India.

Prepared a research survey paper on Organisation and Management for the Indian Council of Social Science Research.

#### **Dr. S. K. Goyal**

Contributed papers on (i) "The Concept and Measurement of Concentration of Economic Power" and (ii) "Nature of Concentration in India" for the Seminar held at Bombay at the Centre for Advanced Studies, Department of Economics, University of Bombay, and for discussion at the Russal Society, respectively.

Prepared and finalised a paper on "The Joint Industrial Sector" for publication.

Prepared a comprehensive bibliography on the subject of Industrial Regulation in connection with the research project of the Indian Council for Social Science Research.

Prepared papers on Industrial Policy.

Undertook a consultancy project on Sugar Industry in U. P. at the instance of the Government of Uttar Pradesh.

Was appointed a Member of the Research Programmes Committee of the Ministry of Industrial Development and Company Affairs.

Delivered a lecture on "Nationalisation of Banks" at the Demographic Research Centre, Bombay.

Gave talks on All India Radio on "Ceiling on Urban Property and Incomes" and "Monopolies and Restrictive Trade Practices Bill".

Participated in the national programme of the All India Radio on "Criteria for Location of Industries".

Worked as Honorary Economic Adviser, Industrial Licensing Policy Enquiry Committee (The work of the Committee occupied a large part of time up to July 1969 when the report of the Committee was submitted to the Government).

### **Shri Deva Raj**

Prepared a paper on "Municipal Administration and Urban Community Development Programme" for the Souvenir for Urban Community Development Project under the Municipal Corporation of Hyderabad.

Prepared two papers for the "Seminar on Local Government" held at the National Academy of Administration, Mussoorie.

Guided Shri P. V. Rao and Miss Shanta Kohli of the Centre, in the analysis of data and finalisation of a study report on "Educational and Recreational Activities of Urban Local Bodies."

Prepared a Questionnaire on the Study of Octroi.

Assisted in the Conduct of Seminar on "Road Grants and Road Building Activities in Urban Local Bodies of U.P., Bihar and Madhya Pradesh" held at the Regional Centre for Training & Research in Municipal Administration, Department of Public Administration, Lucknow University on January 15—17, 1970.

Attended Seminar on "Planning Problems of Metropolitan Administration"—held at the IIPA—January 20—30, 1970.



Delivered a talk on "Metropolitan Growth and Rural Urban Relationship" at the Department of Public Administration, Lucknow University—January 16, 1970.

Paid field visits and attended meetings as member of the Panel of Experts to Select a Site for the Location of the Capital of Nagaland.

Functioned as Additional Secretary of the Morarka Commission of Enquiry into the Finances of Delhi Municipal Corporation and New Delhi Municipal Committee. Attended meetings of the Commission and prepared Working papers on Draft Reports: Reports on Delhi Electric Supply Undertaking, Delhi Water Supply and Sewage Disposal Undertaking and Delhi Transport Undertaking finalised for submission by the Commission to the Ministry of Home Affairs, Government of India by the end of March 1970.

Paper on "Training for Municipal Administration" (under preparation).

### **Shri A. Datta**

"The Framework of Government in Delhi" (to be published).

"Financing Urban Development", *Economic and Political Weekly*, Special Number, July 1969.

"Administrative Aspects of Mass Transport Plan in Calcutta", submitted at the seminar on Traffic and Transportation in Metropolitan Cities, organised by the School of Planning and Architecture, New Delhi, August 28-30, 1969.

"Administrative Problems of Regional Development" submitted at the 18th Annual Seminar of the Institute of Town Planners, India, held at Trivandrum, November 17-20, 1969.

"Municipal Administration in West Bengal", paper prepared for publication in a volume sponsored by the University of Saugar.

Compiled a volume entitled *Urban Government, Finance and Development*, to be published by Press Pvt. Ltd.

Delivered a talk on "Capital Budgeting" at the School of Planning and Architecture, New Delhi, September 30, 1969.

Delivered a talk on "Substitution of Octroi", at the University of Rajasthan, Jaipur, October 12, 1969.

Undertook and completed a project on the survey of research in "Rural Administration", sponsored by the Indian Council of Social Science Research, New Delhi.

### **Shri M. Bhattacharya**

A monograph on *Urban Local Government* completed for the IIPA's Perspective.

"Urban Plan Administration", a paper published in the Government of Kerala *Souvenir Volume* on the occasion of the 18th Town and Country Planning Seminar at Trivandrum.

"The Corporation of Calcutta", a paper being published in a commemorative volume edited by Dr. A. Avasthi, University of Saugar, M.P.

"Management Problems in Municipal Government and the Relevance of the Cabinet System", paper presented at the Municipal Centre's Seminar on "Cabinet System in Municipal Government".

*Administration of the Urban Fringe (edited).*

*Cabinet System in Municipal Government (edited).*

Completed a survey report on *Research in Urban Government* assigned by the Indian Council of Social Science Research, New Delhi.

Submitted a memorandum to the Government of Assam on the Gauhati Municipal Corporation Bill.

Worked as an expert member of the Haryana Legislators' Committee on Municipal Legislation.

### **Dr. B. D. Raheja**

Remained occupied with the major research project on "Inventories of Land in Urban Agglomerations".

Continued to act as the Assistant Editor of NAGARLOK.

Participated in and contributed papers to the Seminars.

## **Shri R. S. Gupta**

Completed a research study on "The Building and Parcelling Permits in the Framework of Town Planning in India" for the International Institute of Administrative Sciences, Brussels (April-May 1969).

Attended the Seminar on "Cabinet System in Municipal Government" at the IIPA, New Delhi (September 15-16, 1969) and wrote a paper on "Patterns of Municipal Structure" for the above Seminar.

Attended the Seminar on "Civil Services in a Developing Democracy" at Chandigarh (October 3-5, 1969).

Attended the Conference on "Union-State Relations with special reference to Developing Planning in the States" at IIPA (October 26, 1969).

Attended the Seminar on "Social Security Measures for the Police in India" at Mt. Abu (November 11-15, 1969).

Contributed a paper on "Housing as a Social Security Measure for the Police" at the Mt. Abu Seminar.

Completed the IULA project on "The Organisation, Activities and Financing of National Local Government Associations in India" (December 1969).

Attended the Seminar on "Planning Problems of Metropolitan Administration" at IIPA (January 29-30, 1970).

## **Shri K. L. Handa**

"A Study of the System of Payments and Receipts at the Treasuries"—jointly with Dr. M. J. K. Thavaraj (Final Report completed and submitted to the Administrative Reforms Commission in November 1969).

"Delegation of Financial Powers", an article (jointly with Dr. M. J. K. Thavaraj) published in the Indian Journal of Public Administration, October-December, 1969 issue.

"Delegation of Financial Powers" (a talk delivered to the trainees of the Special Course on Budgeting and Financial Management held at Port Blair in August, 1969).

"Delegation of Financial Powers"—a monograph (jointly with Dr. M. J. K. Thavaraj—being completed).

Guided a Workshop Group in Preparing Performance Budget of the Agriculture Department of Andaman and Nicobar Administration (Course on Budgeting and Financial Management held at Port Blair in August, 1969).

Attended Indian Economic Conference held in December, 1969.

"Rationale of the Indian Financial Year—an article (nearing completion).

#### **Shri N. K. N. Iyengar**

Prepared a paper on "Jawaharlal Nehru and Public Administration".

Contributed 3 articles in leading dailies/weeklies.

#### **Shri R. B. Puri**

Conducted Survey and drafted reorganisation proposals for the Research and Statistics Division of the Department of Tourism, Government of India.

Did a Study of "Administrative Leadership at the Level of Ministers and Secretaries in U.P." (under revision).

Inter-personnel Approach to Problems of Administrative Behaviour—preparation of a paper (in progress).

Attended Higher Management Seminar on "Personnel Administration" at H. C. Mathur Institute of Public Administration, Jaipur.

### **Shri D. D. Malhotra**

Role of the Estimates Committee in Administrative Reforms  
—an analytical study (in progress).

Prepared a research paper on “The Creation of the Institution  
of Collectors in India”.

Contributed an article “Leadership and Formal Organisation”.

Prepared an article index (IIPA—1965-1969) with anno-  
tation of articles dealing with O & M at the Central  
Government Level.

Updating “The Bio-data Analysis of the Ministers at the  
Union Level—1947-67” (in progress).

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### **Dr. S. P. Verma**

Acted as Senior Research Associate to the Senior Consultant  
in the Consultancy Team appointed for conducting a Manage-  
ment Survey of the Department of Tourism. After the  
departure of the Senior Consultant in August 1969, was  
responsible for preparing the Final and comprehensive  
report on the Department after a series of Conferences  
with the Director-General of Tourism along with the Director,  
IIPA. The report was submitted to the Minister of Tourism  
in the month of March 1970.

Participated in the First Course on Personnel Administration,  
organised by the IIPA in the month of February 1970.

Initiated work for the Pay Research Cell in the Institute to  
render professional assistance to the Third Pay Commission  
for undertaking comparative studies of some of the selected  
countries in regard to their civil service structure, pay systems,  
scale of pensionary and other benefits, etc.

### **Shri B. C. Bhasin**

Participated in the Management Survey of Department of  
Tourism and drafted reorganisation proposals for the

Administration Division, Planning Major Projects Division and Planning Section of Department of Tourism, Government of India.

Undertook and completed independently an assignment of Work Study for Punjab State Electricity Board.

Prospected for clients, prepared background information for assignments under negotiation.

Prepared background paper on problems involved in nationalisation of Sugar Mills in U.P. and on existing set-up of office of Transport Commissioner, Uttar Pradesh.

## APPENDIX VII

### OFFICE-BEARERS OF THE REGIONAL AND LOCAL BRANCHES

(As on July 31, 1970)

#### REGIONAL BRANCHES

##### 1. ANDHRA PRADESH

###### *Office-bearers:*

Chairman (Executive Council) Shri K. N. Anantaraman, I.C.S. (Retd.), Vigilance Commissioner, Andhra Pradesh, Hyderabad.

Honorary Secretary Shri M. Abid Hussain, I.A.S., Director of Industries, Government of Andhra Pradesh, Hyderabad.

###### *Membership:*

Ordinary	91
Life	11
Corporate	13

##### 2. GUJARAT

###### *Office-bearers:*

Chairman (Executive Council) Shri Utsavbhai S. Parikh, Chairman, Gujarat Mineral Development Corporation Ltd., Ahmedabad.

Honorary Secretary Shri B. V. Patel, Director, Directorate of Drugs Control Administration, Gujarat State, Ahmedabad.

###### *Membership:*

Ordinary	41
Life	4
Corporate	4

### 3. KERALA :

#### *Office bearers*

Chairman (Executive Committee) Shri M. Gopal Menon, Chief Secretary to the Government of Kerala, Trivandrum.

Honorary Secretary Shri T. J. Paily, Deputy Secretary (Revenue Department), Government of Kerala, Trivandrum.

#### *Membership:*

Ordinary 48

Life 7

Corporate 11

### 4. MADHYA PRADESH

#### *Office-bearers:*

Chairman (Executive Committee) Shri M. P. Shrivastava, Chief Secretary, Government of Madhya Pradesh, Bhopal.

Honorary Secretary Shri G. L. Shukla, c/o Lal Bahadur Shastri Institute of Public Administration, Bhopal.

#### *Membership:*

Ordinary 141

Life 5

Corporate 9

### 5. MADRAS

#### *Office-bearers:*

Chairman (Executive Committee) Shri C. A. Ramakrishnan, I.C.S. (Retd.), Formerly Chief Secretary, Government of Tamil Nadu.

Honorary Secretaries 1. Shri H. K. Ghazi, Secretary, Home Department, Government of Tamil Nadu.

2. Shri R. K. Swamy of M/s, Walter Thompson & Co.



*Membership:*

Ordinary	169
Life	3
Corporate	13

6. MAHARASHTRA

*Office-bearers:*

Chairman (Executive Committee) Shri B. B. Paymaster, Chief Secretary, Government of Maharashtra, Bombay.

Honorary Secretary Shri V. Subramanian, Secretary to the Government of Maharashtra, Revenue and Forests Department, Bombay.

*Membership:*

Ordinary	143
Life	32
Corporate	15

7. MYSORE

*Office-bearers:*

President Shri Virendra Patil, Chief Minister of Mysore.

Chairman (Executive Committee) Shri R. N. Vasudeva, Chief Secretary, Government of Mysore.

Honorary Secretary Shri T. S. Narayan Rao, Deputy Secretary, General Administration Department, Government of Mysore.

*Membership:*

Ordinary	87
Life	4
Corporate	7

8. ORISSA

*Office-bearers:*

Chairman (Executive Committee) Shri R. N. Singhdeo, Chief Minister of Orissa.

Honorary Secretary	Shri U. C. Agarwal, I.A.S., Secretary, Department of Health, Govern- ment of Orissa, Bhubaneswar.
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*Membership:*

Ordinary	55
Life	7
Corporate	5

9. PONDICHERRY

Patron	Shri B. D. Jatti, Lt.-Governor, Pondicherry.
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Chairman	Smt. J. Anjani Dayanand, Chief Secretary, Government of Pondi- cherry.
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Honorary Secretary	Shri S. Seetharaman, Under Secre- tary, Appointments Department, Pondicherry.
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*Membership:*

Ordinary	55
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10. PUNJAB, HARYANA AND CHANDIGARH

*Office-bearers*

Chairman	Mr. Justice D. K. Mahajan
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Honorary Secretary	Shri J. D. Sharma, Director of Food & Supplies, Government of Har- yana, Chandigarh.
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*Membershp:*

Ordinary	79
Life	11
Corporate	10

11. RAJASTHAN

President	Shri Mohan Lal Sukhadia, Chief Minister, Rajasthan, Jaipur.
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Chairman (Executive Committee)	Shri B. Mehta, Chairman, Industrial and Mineral Development Corpora- tion, Jaipur.
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Honorary Secretary	Shri Ram Singh, Principal, H. C. Mathur State Institute of Public Administration, Jaipur.
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*Membership:*

Ordinary	52
Life	7
Corporate	5

12. UTTAR PRADESH

*Office-bearers:*

Chairman (Executive Committee)	Shri M. Lal, Chief Secretary, Government of Uttar Pradesh.
Honorary Secretary	Shri Jagdeo Gupta, Officer on Special Duty (O & M), General Administration Department (Re-organisation), Government of Uttar Pradesh, Lucknow.

*Membership:*

Ordinary	86
Life	13
Corporate	14

LOCAL BRANCHES

1. AJMER

*Office-bearers:*

President	Shri G. B. K. Hooja, Chairman, Board of Revenue for Rajasthan, Ajmer.
Secretary	Shri Satya Narain Singh, Commissioner, Municipal Council, Ajmer.
Joint Secretary	Shri J. P. Gupta, Correspondent, All India Radio, Ajmer.

*Membership:*

Ordinary	25
Corporate	4

2. BARODA

*Office-bearers*

Chairman (Executive Committee) Dr. C. S. Patel, Vice-Chancellor,  
M. S. University of Baroda.

Honorary Secretary Shri S. J. Coelho, Commissioner,  
Municipal Corporation, Baroda.

*Membership:*

Ordinary 20

Life 2

Corporate 2

3. JAMMU & SRINAGAR

*Membership:*

Ordinary 12

Life 2

Corporate 5

4. NAGPUR

*Office-bearers:*

President Dr. N. R. Deshpande, Head of  
the Department of Politics, Uni-  
versity of Nagpur.

Honorary Secretary Shri M. K. Deshmukh, Lecturer,  
Department of Public Administra-  
tion, University of Nagpur.

*Membership:*

Ordinary 16

Life 1

Corporate 1

5. PATNA

*Office-bearers:*

Chairman (Executive Committee) Shri S. V. Sohoni, Chief Secretary,  
Government of Bihar.

Honorary Secretary Shri S. A. F. Abbas, Chief  
Administrator-Cum-Secretary, River  
Valley Projects Department, Govern-  
ment of Bihar, Patna.

*Membership:*

Ordinary	16
Life	2
Corporate	4

6. POONA

*Office-bearers:*

Honorary Secretary	Shri P. R. Dubhashi, I.A.S., Director, Vaikunth Mehta National Institute of Cooperative Management, Poona.
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*Membership:*

Ordinary	16
Life	7
Corporate	2

7. SHILLONG

*Office-bearers:*

Chairman (Executive Committee)	Shri A. N. Kidwai, I.C.S., Secretary, Government of Assam.
Honorary Secretary	Shri N. N. Mukherjee, I.A.S., Secretary to Government of Assam, Finance Department, Shillong.

*Membership:*

Ordinary	16
Life	2
Corporate	2

8. UDAIPUR

*Office-bearers:*

President	Shri R. R. Jain, I.A.S., Collector & District Magistrate, Udaipur.
Treasurer	Shri P. C. Jain, R. A. S., City Magistrate, Udaipur.

*Membership:*

Ordinary	13
Life	2
Corporate	1

## 9. VALLABH VIDYANAGAR

### *Office-bearers:*

Chairman

Shri H. M. Patel, I.C.S. (Retd.),  
Chairman, Charutar Vidyamandal,  
Vallabh Vidyanagar.

Honorary Secretary

Shri P. H. Bhatt, C/o Amul Dairy,  
Anand (Gujarat).

### *Membership:*

Ordinary

41

Life

1

Corporate

1

## INDIAN INSTITUTE OF PUBLIC

*Receipt and Payment Account for the*

RECEIPTS	Rs.	Rs.
<b>Opening Balances :</b>		
Cash in hand	1,993.55	
State Bank of India, New Delhi (Current Account)	1,68,291.25	
<b>United Commercial Bank, New Delhi :</b>		
Savings Fund Account	40,000.00	
Current Account I	62,432.93	
Current Account II	5,940.46	
<b>First National City Bank, New York :</b>		
Savings Fund Account	1,66,693.95	
Current Account	22,838.18	4,68,190.32
<b>PART 'A'</b>		
Recurring Grant from the Government of India and Internal Receipts ( Schedule I)		13,98,992.50
<b>PART 'B'</b>		
Funds, Deposits and Advances (Schedule II)		1,49,280.82
<b>PART 'C'</b>		
Grants for Projects etc. (Schedule III )		14,37,346.78
<b>GRAND TOTAL</b>		<b>34,53,810.42</b>

New Delhi

S. VAIDYANATH AIYAR &amp; CO.

D. L. MAZUMDAR

Dated : September 9, 1970

Chartered Accountants

Hony. Treasurer

## VIII

## ADMINISTRATION, NEW DELHI

year ended 31st March, 1970

PAYMENTS	Rs.	Rs.
<b>PART 'A'</b>		
Expenditure against Recurring Grant from Government of India and Internal Receipts (Schedule I)		13,98,392.57
<b>PART 'B'</b>		
Payments out of Funds, Deposits and Advances (Schedule II)		1,80,039.90
<b>PART 'C'</b>		
Expenditure against Grants for Projects etc. (Schedule III)		8,20,087.33
<b>Closing Balances :</b>		
Cash in hand	987.24	
<b>State Bank of India, New Delhi :</b>		
In Current Account	2,47,490.21	
In Short Term-Deposit Account	2,50,000.00	4,97,490.21
<b>United Commercial Bank, New Delhi :</b>		
Savings Fund Account	40,472.00	
Current Account	60,363.74	1,00,835.74
<b>First National City Bank, New York :</b>		
Savings Fund Account	3,59,275.20	
Current Account	96,702.23	4,55,977.43
		10,55,290.67
GRAND TOTAL		34,53,810.4

J. N. KHOSLA  
Director & Ex-officio Secretary



# INDIAN INSTITUTE OF PUBLIC

## SCHEDULE I OF RECEIPT

*Part 'A' Grant from the*

RECEIPTS	Rs.	Rs.
Grant Received from the Government of India (Recurring)		10,50,000.00
<b>Subscription :</b>		
Life Members	7,918.65	
Ordinary Members	38,656.86	
Associate Members	1,440.00	
Corporate Members	21,774.89	69,790.40
<b>Sale of Publications :</b>		
Journal and other Periodicals	18,558.69	
Other Publications	36,037.08	54,595.77
<b>Rent Received From :</b>		
Auditorium	22,085.80	
Residential Quarters	24,365.07	
Hostel	1,01,975.54	
Other Rents	16,815.00	1,65,241.41
<b>Miscellaneous Receipts :</b>		
Licence fee from Mess/Canteen Contractor	2,000.00	
Fees from Foreign Scholars	2,250.00	
Interest on Short Term Deposits	3,778.20	
Amount Received from CPF—IIPA	381.50	
Miscellaneous Receipts	2,851.75	11,261.45
Royalty		149.37
Tuition fees School		270.00
C.H.S. (Recoveries from the deputationists)		312.00
Receipt from Department of Administrative Reforms for Short Term Courses		16,500.00
Recovery of Conveyance Advances		11,163.00
Interest on Conveyance Advances		433.38
Receipts out of the grant from Ministry of Health, Family Planning & Urban Development to meeting overheads in respect of Centre for Training and Research in Municipal Administration		19,275.72
Carried Over		13,98,992.50

**ADMINISTRATION, NEW DELHI**  
**AND PAYMENT ACCOUNT**

*Government and Internal Receipts*

PAYMENTS	Rs.	Rs.
<b>Pay &amp; Allowances Units :</b>		
Development Administration	34,899.46	
Citizen Administration	44,946.66	
Planning	58,326.35	
Financial Administration	38,057.72	
O & M	29,618.21	
Science & Government	22,611.39	
Support to Visiting Professors	5,779.56	
Support to Director	13,210.27	
Industrial Administration	11,381.54	
Public Administration	16,238.23	
Training Office	41,454.42	
Training Office Medical Charges	892.50	
T.A. Units	4,308.70	3,21,725.00
<b>Followships :</b>		
Senior Fellows	25,639.23	
Junior Fellows	15,734.72	41,373.95
Essay Prize		1,917.70
Seminars, Conferences and Group Discussions		4,530.90
Foreign Affiliations		10,557.40
<b>Library :</b>		
Pay & Allowances—Library Staff	88,813.19	
Employers' Contributions to C.P.F.	5,399.00	
Medical Charges	1,825.25	
Books	32,237.96	
Periodicals & Newsletters	21,571.71	
Binding Charges	4,489.50	
Library Equipment	26,365.34	1,80,701.00
Carried Over		5,60,806.00

RECEIPTS	Rs.	Rs.
Brought Forward		13,98,992.50

Carried Over

13,98,992.50

PAYMENTS	Rs.	Rs.
Brought Forward		5,60,806.52
<b>Publications :</b>		
Pay & Allowances Journal & Publication Staff	55,282.12	
Employer's Contribution to C.P.F.	2,929.00	
Medical Charges	995.00	
Periodicals (Journal etc.)	68,209.47	
Other Publications	15,078.67	
Honorarium to Correspondents	7,850.00	1,50,344.26
<b>Promotion of Branches Activities :</b>		
Share of Membership fees to Branches	8,350.00	
Regional Seminars & Conferences	14,000.00	
Research Subventions for Branches	19,600.00	
Contribution to Branches	300.00	42,250.00
<b>Maintenance of Building, Hostel &amp; Garden :</b>		
Pay & Allowances—Maintenance Staff	54,244.90	
Pay & Allowances—Hostel Staff	23,217.92	
Repairs & Maintenance	62,907.94	
Less : Received from I.A.M.R.	4,000.00	58,907.94
Rent, Rates & Taxes	45,324.00	
Less : Received from I.A.M.R.	17,500.00	27,824.00
Water & Electricity Charges (net)	50,470.50	2,14,665.26
Partition of Walls	3,199.06	
Gas Installation at Hostel Mess and Canteen	2,732.56	
Hostel Equipment	2,699.26	8,630.88
<b>Administrative Services :</b>		
Pay & Allowances—Administration	1,49,360.06	
Pay & Allowances—Accounts	46,363.86	1,95,723.92
Contribution to Gratuity Fund		35,000.00
<b>Office Expenses :</b>		
Printing & Stationery	28,634.73	
Postage & Telegrams	27,663.70	
Telephones Charges	26,995.59	83,294.02
Carried Over		12,90,714.86

RECEIPTS	Rs.	Rs.
Brought Forward		13,98,992.50

GRAND TOTAL

13,98,992.50

Certified that out of the grant of Rs. 10,50,000.00 received from Government of Rs. 10,49,400.07 paise was utilized during the year for the purpose for which it was

Flat No. 3, Thaper House,  
124, Janpath, New Delhi.

S. VAIDYANATH AIYER & CO.

*Chartered Accountants*

PAYMENTS	Rs.	Rs.
Brought Forward		12,90,714.86
<b>Services &amp; Supplies :</b>		
Conveyance Charges	9,472.92	
Motor Car Expenses	4,490.39	
Liveries	9,204.32	
Amenities to Staff	780.00	23,947.63
<b>Purchase of Furniture &amp; Other Office Equipments :</b>		
Office Equipment	7,808.92	
Furniture & Fixtures	5,849.66	
Auditorium Equipment	8,902.72	
Air Conditioning Equipment	10,506.90	33,068.20
Honorarium to Auditors		1,500.00
<b>Contingencies &amp; Miscellaneous :</b>		
Advertisements	2,839.73	
Insurance	789.44	
Miscellaneous Expenditure	5,327.41	
General Charges Hostel	850.30	
Bank Charges	639.37	
Entertainment	2,392.10	
Loss or gain in Exchanges	196.42	
Purchase of Books for Review	25.00	13,059.77
Grant of advances for purchase of Conveyance		6,800.00
Meetings — T.A.		16,139.82
Short Term Training & Refresher Courses		11,705.21
Pay & Allowances Leave Reserve		1,457.08
		13,98,392.57
Balance Carried Over		599.93
<b>GRAND TOTAL</b>		<b>13,98,992.50</b>

India by the Indian Institute of Public Administration for the year 1969-70, an amount intended as per the above statement.

D. L. MAZUMDAR  
Hony. Treasurer

J. N. KHOSLA  
Director & Ex-officio Secretary

# INDIAN INSTITUTE OF PUBLIC

## SCHEDULE II OF RECEIPT

*Part 'B' Funds, Deposits*

RECEIPTS	Rs.
Staff Scholars (Security Deposit)	2,579.58
Imprest with Shri D. Anand	100.00
Contractors (Security Deposit)	2,088.83
V. K. N. Menon Prize Fund	140.00
School (Prize Fund)	283.45
Gratuity Reserve Fund (Net)	27,461.29
Service Charges	134.00
Imprest with Shri B. Shiva Rao	788.05
Unpaid Salaries	152.70
Petty Cash Imprest	100.97
Sale Proceeds of Framing of India's Constitution	66,004.00
Stale Cheques Account	918.95
Receipt from I.A.M.R. for Construction of Building	10,455.00
Suspense Account (General)	574.00
Consultancy Fund	37,500.00
GRAND TOTAL	1,49,280.82

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

D. L. MAZUMDAR  
*Hony. Treasurer*

**ADMINISTRATION, NEW DELHI****AND PAYMENT ACCOUNT***and Advances*

PAYMENTS	Rs.
T. A. Advance	1,646.60
Festival Advance	931.00
Library Deposit	100.00
Advance to Shri Kuldip Singh	100.00
Advance to Shri S. K. Goyal	500.00
Advance to Shri B. S. Narula	100.00
Amount recoverable from Shri J. N. Khosla	7.50
Income tax deducted at source (Recoverable)	53.00
Fixed Deposit with State Bank of India, New Delhi	77,500.00
Expenditure on the Construction of I.A.M.R. Building	2,196.95
Postage Imprest	1,057.80
TA/DA of Shri B. S. Narula re-imburseable by the ARC	268.22
Expenditure on foreign trainees under Colombo Plan— Reimbursable by the Ministry of Finance	342.16
Expenditure on "Framing of India's Constitution" met out of from the sale proceeds of the Publication	90,236.67
Advance to Executive Engineer, D.M.C. for installation charges of three indicator Boxes	1,000.00
Advance to the Institute of Parliamentary Studies for the Conference on Union-State Relations	4,000.00
<b>GRAND TOTAL</b>	<b>1,80,039.90</b>

**J. N. KHOSLA***Director & Ex-officio Secretary*



# INDIAN INSTITUTE OF PUBLIC

## SCHEDULE III OF RECEIPT

### Part 'C' Grants

RECEIPTS	Rs.	Rs.
Ford Foundation Grant III Interest		11,004.90
Ford Foundation Grant IV Consultancy		8,03,250.00
Ford Foundation Grant—Financial Management Unit		1,05,075.68
Receipts from American Embassy in payment of work done for them		46,644.31
Grant from Ministry of Health, Family Planning, Works, Housing & Urban Development for the Centre for Training & Research in Municipal Administration	2,15,000.00	
Subscription to NAGARLOK	824.55	
C.M.A. Advertisement Receipts	800.00	2,16,624.55
Grant from Ministry of Home Affairs for Executive Development Programmes		1,50,000.00
Grant from R.P.C. (Planning Commission) for the study of Voting Behaviour in India		4,940.00
Grant from R.P.C. (Planning Commission) for the Study of Price Policy & Cost Behaviour in Public Enterprises		6,000.00
Grant from N.B.O. for the Study 'Inventories of Land of Operative Builders in Urban Agglomerations		8,000.00
Receipts from Industrial Licensing Enquiry Committee		45,000.00
Receipt from Indian Council of Social Science Research for Research Surveys Conducted on their behalf		9,000.00
Fees for Special Course in Performance Budgeting		31,807.34
Carried Over		14,37,346.78

**ADMINISTRATION, NEW DELHI**  
**AND PAYMENT ACCOUNT**

*for Projects, etc.*

PAYMENTS	Rs.	Rs.
<b>Expenditure met out of Ford Foundation Grant II :</b>		
Panchayati Raj & Community Development		
Research Project	13,141.87	
Planning Project	(—) 22,866.11	(—) 9,724.24
<b>Expenditure met out of Ford Foundation Grant III :</b>		
Study of Hospital Administration	4,586.74	
Case Studies on Administrative Reforms and their implementation	17,097.62	
Formulation of Administrative Reforms — the Working of ARC	2,944.64	
Science and Government	837.30	
Administrative Leadership at the Level of Secretary	672.66	
Problems of Pricing & Budgeting in Public Enterprises	636.20	
Position Classification in Public Services	239.26	
Relation between Politicians & Administrators at the District Level	570.00	
Study on State Control of Panchayati Raj Institutions	10,041.27	
Study on Bureaucracy & Development Administration	(—) 229.00	
<b>General Support :</b>		
Conferences	85.80	
Library Books	69.82	
Supporting & Reference Staff	1,576.71	
Planning Project	(—) 10,701.50	
Travel Abroad	54,764.48	45,795.31
		83,192.00
Carried Over		73,467.76

RECEIPTS	Rs.	Rs.
Brought Forward		14,37,346.78

Carried Over

14,37,346.78

PAYMENTS	Rs.	Rs.
Brought Forward		73,467.76
<b>Expenditure met out of Ford Foundation Grant IV :</b>		
Consultancy Unit Support	92,970.46	
Material Development	10,382.50	
Office Equipment	2,952.55	
Short duration overseas Travel & Study	24,088.50	
Library Books	6,658.87	
Graduate Training Abroad	38,839.00	
Overseas International Conferences	15,435.16	
Bank Charges	100.20	1,91,427.24
Expenditure met out of Ford Foundation Special Grant for Financial Management Unit		17,483.28
Expenditure met out of the Receipt from American Embassy—Consultancy Assignment		222.12
<b>Expenditure on Other Projects :</b>		
Centre for Training & Research in Municipal Administration grant from Ministry of Health	2,12,032.94	
Amount of unspent grant-in-aid refunded to Ministry of Health, Family Planning, Works, Housing & Urban Development	2,865.97	2,14,898.91
Training Courses under the Executive Development Programme—Grant from Ministry of Home Affairs		1,81,612.65
Study of Voting Behaviour in India—Grant from R.P.C. Planning Commission		5,613.97
Courses in Survey Research Methods—Grant from Lucknow, Panjab and Rajasthan Universities		4,751.69
Futuribles		3,000.00
Scientists Pool Grant from C.S.I.R.		19.00
Study of Price Policy & Cost Behaviour in Public Enterprises Grant from R.P.C. Planning Commission		20,300.35
Carried Over		7,12,796.97

RECEIPTS	Rs.	Rs.
Brought Forward		14,37,346.78

GRAND TOTAL

14,37,346.78

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

D. L. MAZUMDAR  
*Hony. Treasurer*

PAYMENTS	Rs.	Rs.
Brought Forward		7,12,796.97
Research Project Inventories of Land of Operative Builders in Urban Agglomerations Grant from NBO		13,322.45
Survey of Assessment Departments of D.M.C. Grant from Ministry of Home Affairs		4,625.65
Expenditure met out of the Receipts from Industrial Licensing Enquiry Committee		43,366.32
Framing of India's Constitution Grant from Government of India, Ministry of Finance		16,917.05
Research Surveys on behalf of I.C.S.S.R.		3,407.47
Study on Rent Control/Decontrol on Housing in Delhi Grant from NBO (Refunded to NBO)		537.91
Seminar on Agricultural Admn. Grant from Ministry of Agriculture		1,297.00
Expenditure on Special Courses in Performance Budgeting		21,040.61
Study on Control of Panchayati Raj Institute Grant from ARC		2,775.90
GRAND TOTAL		8,20,087.33

J. N. KHOSLA  
*Director & Ex-officio Secretary*

APPENDIX  
INDIAN INSTITUTE OF PUBLIC

*Balance Sheet as at*

<i>As at</i> 31st March 1969		LIABILITIES	
Rs.		Rs.	Rs.
	<b>Grants :</b>		
3,76,477	As per Schedule 'A' attached		9,76,203.04
	<b>Funds :</b>		
41,89,314	As per Schedule 'B' attached		42,61,445.90
	<b>Deposits :</b>		
	Security Deposits	38,466.41	
43,703	Other Deposits	10,856.95	49,323.36
	<b>Liabilities &amp; Provisions :</b>		
1,44,265	As per Schedule 'C' attached		1,52,375.85
7,05,118	Receipt from I.A.M.R. for Construction of Building		7,15,572.74
<u>54,58,877</u>	<b>GRAND TOTAL</b>		<u>61,54,920.89</u>

*Examined and Found Correct.*

Flat No. 3, Thapar House,  
124, Janpath, New Delhi.

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

## IX

## ADMINISTRATION, NEW DELHI

31st March, 1970

<i>As at</i> 31st March, 1969		ASSETS	
Rs.		Rs.	Rs.
	<b>Fixed Assets :</b>		
	Gross Block at cost	55,03,369.30	
37,59,558	<i>Less</i> : Depreciation written off upto date (as per Schedule 'D' attached)	18,05,114.63	36,98,254.67
	<b>Investment at Cost :</b>		
2,500	Shares in IIPA Co-operative Stores Ltd. (Considered doubtful)		2,500.00
	<b>Current Assets, Loans and Advances</b> (As per Schedule 'E' Attached)		
	Stock of Paper & Stationery	52,782.31	
	Sundry Debtors	1,88,285.03	
	Cash and Bank Balances	12,44,302.17	
	Advances Accountable/Recoverable	44,009.99	
8,23,253	Deposits	22,448.78	15,51,828.28
	<b>Expenditure on I.A.M.R. Building :</b>		
	As per last Balance Sheet	7,10,872.74	
7,10,873	Expenditure during the year	2,806.23	7,13,678.97
	<b>Income and Expenditure Account :</b>		
	Excess of Expenditure over Income (As per last Account)	1,62,693.13	
1,62,693	<i>Add</i> : Excess of expenditure over income (as per accounts annexed)	25,965.84	1,88,658.97
54,58,877	GRAND TOTAL		61,54,920.89

ASOKA MEHTA  
*Chairman*D. L. MAZUMDAR  
*Hony. Treasurer*J. N. KHOSLA  
*Director & Ex-officio Secretary*



# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'A'—Forming Part of the Balance Sheet as at 31 March, 1970

Sources	Amount as per Last Account	Receipts/adjustments during the year	Total	Expenditure during the year	Balance
	Rs.	Rs.	Rs.	Rs.	Rs.
Ford Foundation Grant II	5,238.19	22,866.11	28,104.30	14,224.93	13,879.37
Ford Foundation Grant III	2,32,870.96	11,004.90*	2,43,875.86	83,505.11	1,60,370.75
Ford Foundation Grant IV	(—)16,015.75	8,03,250.00	7,87,234.25	1,94,370.58	5,92,863.67
Ford Foundation Special Grant for Financial Management Unit	—	1,05,075.68	1,05,075.68	24,004.54	81,071.14
Futuribles	14,930.94	—	14,930.94	3,000.00	11,930.94
EROPA Sectt., Manila	4,993.48	—	4,993.48	—	4,993.48
American Embassy — Consultancy Assignment	16,035.88	46,644.31	62,680.19	823.28	61,856.91
Asia Foundation Guide to Sources of Modern Indian History	4,059.02	—	4,059.02	—	4,059.02
Ministry of Finance for study "Framing of India's Constitution" (including Rs. 30,000 from Asia Foundation)	16,917.05	—	16,917.05	16,917.05	—
Administrative Reforms Commission	2,775.90	—	2,775.90	2,775.90	—
Ministry of Health, F.P. W.H., & U.D. (Deptt. of Health)	2,865.97	2,16,624.55	2,19,490.52	2,14,898.91	4,591.61
Ministry of Agriculture	2,448.91	—	2,448.91	1,297.00	1,151.91
Grant from Government of India for Survey of the Assessment Department of D.M.C.	4,640.13	—	4,640.13	3,211.14	1,428.99
National Building Organisation for the Study "Effect of Rent Control/Decontrol in Delhi"	2,940.19	—	2,940.19	537.91	2,402.28

Research Programmes Committee,  
Planning Commission for study of  
Voting Behaviour in India  
Council of Scientific and Industrial  
Research  
Ministry of Home Affairs for Executive  
Development Programme  
Ministry of Home Affairs (For Case  
Study)  
Panjab, Lucknow, Rajasthan Univer-  
sities for the course in Survey  
Research Methodology  
N.B.O. for the study on inventories of  
Land of Operative Builders in  
Urban Agglomerations  
R.P.C. Planning Commission for the  
study of Price Policy and Cost  
Behaviour in Public Enterprises  
Receipts from Industrial Licensing  
Enquiry Committee  
Indian Council of Social Science  
Research for Research Surveys on  
their Behalf  
Fee for Special Courses in Performance  
Budgeting

1,192.58	4,940.00	6,132.58	5,613.97	518.61
19.00	—	19.00	19.00	—
46,175.97	1,50,000.00	1,96,175.97	1,82,393.31	13,782.66
7,310.95	—	7,310.95	—	7,310.95
7,747.28	—	7,747.28	7,747.28	—
4,977.50	8,000.00	12,977.50	14,189.17	(—)1,211.67
14,352.46	6,000.00	20,352.46	21,352.81	(—)1,000.35
—	45,000.00	45,000.00	44,056.49	943.51
—	9,000.00	9,000.00	4,507.47	4,492.53
—	31,807.34	31,807.34	21,040.61	10,766.73
<u>3,76,476.61</u>	<u>14,60,212.89</u>	<u>18,36,689.50</u>	<u>8,60,486.46</u>	<u>9,76,203.04</u>
TOTAL				

\*Represents interest received from the First National City Bank, New York.

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

D. L. MAZUMDAR  
*Hony. Treasurer*

J. N. KHOSLA  
*Director & Ex-officio Secretary*

# **INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**

*Schedule 'B' — Forming Part of the Balance Sheet as at 31st March, 1970*

<i>As at</i> 31st March 1969			
RESERVES AND FUNDS			
Rs.		Rs.	Rs.
	<b>Life Membership Capital Fund :</b>		
	As per last Account	33,422.30	
	Add: Life Membership fees received during the year	7,918.65	
		41,340.95	
33,422	Less: Adjusted to Income and Expenditure Account	4,134.10	37,206.85
	<b>Building Fund :</b>		
40,38,713	As per last Account		40,38,713.36
	<b>Gratuity Reserve Fund :</b>		
	As per last Account	1,05,921.49	
	Add: Amount provided during the year	35,000.00	
	Interest received/accrued	8,679.02	
		1,49,600.51	
1,05,921	Less: Payment during the year	13,443.00	1,36,157.51
	<b>Annual School Prize Fund :</b>		
	As per last Account	4,122.60	
4,123	Add: Interest received/accrued	354.59	4,477.19
	<b>V. K. N. Menon Prize Fund :</b>		
	As per last Account	2,134.53	
2,135	Add: Interest received/accrued	175.00	2,309.53
	<b>Consultancy Fund :</b>		
	As per last Account	5,000.00	
	Add: During the year	37,500.00	
5,000	Interest accrued	81.46	42,581.46
41,89,314	<b>TOTAL</b>		42,61,445.90

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

D. L. MAZUMDAR  
*Hony. Treasurer*

J. N. KHOSLA  
*Director & Ex-officio Secretary*

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'C'—Forming Part of the Balance Sheet as at 31st March, 1970

<i>As at</i> 31st March, 1969		LIABILITIES AND PROVISIONS	
Rs.		Rs.	Rs.
85,554	For Expenses		1,16,690.19
1,973	Unpaid Salaries		2,125.80
2,126	Service Charges		2,260.00
3,972	Subscription received in advance		3,973.27
1,540	Stale Cheques Account		2,459.26
<b>Framing of India's Constitution :</b>			
	Sale Proceeds	1,15,104.00	
49,100	Less : Expenditure on the Publication	90,236.67	24,867.33
1,44,265	TOTAL		1,52,375.85

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

D. L. MAZUMDAR  
*Hony. Treasurer*

J. N. KHOSLA  
*Director & Ex-officio Secretary*

# INDIAN INSTITUTE OF PUBLIC

## Schedule 'D'—Forming Part of the Balance

Sl. No.	Particulars	Cost upto 31.3.69	Additions during the year	Balance Cost
		Rs.	Rs.	Rs.
1.	Land & Buildings	37,28,165.21	—	37,28,165.21
2.	Furniture & Fixtures	3,39,480.81	9,048.72	3,48,529.53
3.	Library Books	8,48,456.25	32,237.96	8,80,694.21
4.	Office Equipment	1,76,971.55	7,808.92	1,84,780.47
5.	Library Equipment	84,315.84	26,365.34	1,10,681.18
6.	Film Projector	71,187.73	—	71,187.73
7.	Air Conditioning Equipment	65,682.22	10,506.90	76,189.12
8.	Stage Equipment	28,701.54	8,902.72	37,604.26
9.	Water Coolers	17,212.89	—	17,212.89
10.	Motor Car	14,712.84	—	14,712.84
11.	O & M Equipment	8,123.50	—	8,123.50
12.	Garden Equipment	1,528.84	—	1,528.84
13.	Sundry Equipment	403.05	—	403.05
14.	Hostel Mess Equipment	9,720.73	5,431.82	15,152.55
15.	Bicycle	1,387.91	—	1,387.91
16.	Library Development	7,016.01	—	7,016.01
	TOTAL	54,03,066.92	1,00,302.38	55,03,369.30
	Figures for the Previous year	53,75,912	27,155	54,03,067

Note: 1. The Assets purchased out of the grants (other than Recurring Grant) from in the above Schedule since these have been fully charged to the respective grants.

Note: 2. For the same reason stock of publications has not been valued but quantitative

S. VAIDYANATH AIYAR & CO.

Chartered Accountants

# ADMINISTRATION, NEW DELHI

Sheet as at 31st March, 1970

Rate	DEPRECIATION			Written down	Written down
	Up to 31.3.69	For the year	Total	value as on 31.3.1970	value as on 31.3.1969
	Rs.	Rs.	Rs.	Rs.	Rs.
2½%	6,73,308.79	76,371.42	7,49,680.21	29,78,485.00	30,54,856
6%	1,46,617.24	11,804.83	1,58,422.07	1,90,107.46	1,92,864
15%	5,54,048.81	46,432.10	6,00,480.91	2,80,213.30	2,94,408
6% & 15%	1,11,671.40	9,701.84	1,21,373.24	63,407.23	65,300
6%	21,974.13	3,872.23	25,846.45	84,834.73	62,342
15%	43,553.38	4,145.15	47,698.53	23,489.20	27,634
15%	39,259.84	4,175.46	43,435.30	32,753.82	26,422
15%	17,798.29	2,005.72	19,804.01	17,800.25	10,903
15%	12,361.94	727.65	13,089.59	4,123.30	4,851
20%	11,729.64	596.64	12,326.28	2,386.56	2,983
15%	5,909.76	332.05	6,241.81	1,881.69	2,214
15%	965.29	84.53	1,049.82	479.02	564
6%	181.21	13.31	194.52	208.53	222
6%	338.34	650.92	989.26	14,163.29	9,382
15%	657.57	109.55	767.12	620.79	730
15%	3,133.06	582.45	3,715.51	3,300.50	3,883
	<u>16,43,508.69</u>	<u>1,61,605.94</u>	<u>18,05,114.63</u>	<u>36,98,254.63</u>	<u>37,59,558</u>
	14,73,128	1,70,381	16,43,509	37,59,558	38,82,271

Government of India and Ford Foundation Grants I, II, III and IV, are not included. The quantity and value records are, however, being kept separately.

records are being kept.

D. L. MAZUMDAR  
Hony. Treasurer

J. N. KHOSLA  
Director & Ex-officio Secretary

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'E' —Forming Part of the Balance Sheet as at 31st March, 1970

As at 31st March 1969		CURRENT ASSETS	
Rs.		Rs.	Rs.
31,131	Cost of Papers, Stationery (At cost as certified by the Administrative Officer)		52,782.31
	<b>Sundry Debtors :</b>		
	Subscriptions receivable	39,167.50	
	Bills Receivable	7,757.09	
	Royalty Receivable	12,483.35	
	Tuition Fees Outstanding	270.00	
	Interest Accrued but not due	3,971.95	
1,49,515	Rents outstanding for Quarters, Hostel & Auditorium	1,24,635.14	1,88,285.03
	<b>Cash and Bank Balances :</b>		
	Cash in hand	987.24	
	Imprest	18.43	
	Postage Imprest	1,271.52	
	United Commercial Bank, New Delhi :		
	In Savings Fund Account 40,472.00		
	In Current Account 60,363.74	1,00,835.74	
	State Bank of India, New Delhi :		
	In Current Account 2,47,490.21		
	In Short Term—Deposit Account 2,50,000.00	4,97,490.21	
	First National City Bank, New York :		
	In Savings Fund Account 3,59,275.20		
	In Current Account 96,702.23	4,55,977.43	
	In Fixed Deposit Account with United Commercial Bank, New Delhi :		
	For School Prize Fund 4,122.60		
	For V.K.N. Menon Prize Fund 2,000.00		
	For Gratuity Reserve Fund 15,500.00	21,622.60	
1,80,646	Carried Over		2,41,067.34

As at  
31st March  
1969

# CURRENT ASSETS

Rs.		Rs.	Rs.
1,80,646	Brought Forward		2,41,067.34
	State Bank of India, New Delhi :		
	For Gratuity Reserve Fund	1,23,599.00	
5,78,745	Consultancy Fund	42,500.00	12,44,302.17
	<b>Advances Accountable/Recoverable</b>		
	Expenditure of study team on Machinery for Planning—Reimbursable by ARC	358.00	
	ARC Reimbursement Account	842.82	
	T. A. Advance	2,446.60	
	Advance to the Executive Engineer DMC	1,000.00	
	Staff advances for purchase of Conveyance	25,674.00	
	Amount Reimbursable by the Ministry of Finance	6,237.09	
	Advance for Expenses	1,732.68	
	Advance Recoverable	27.20	
	Income tax deducted at source Recoverable	760.60	
	Festival Advance	931.00	
40,313	Advance to the Institute of Parliamentary Studies for conference on Union-State Relations	4,000.00	44,009.99
	Deposit for Electricity	10,220.00	
	O. Y. Telephones	9,925.00	
23,549	Other Deposits	2,503.78	22,448.78
8,23,253	<b>TOTAL</b>		15,51,828.28

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

D. L. MAZUMDAR  
*Hony. Treasurer*

J. N. KHOSLA  
*Director & Ex-officio Secretary*



APPENDIX  
INDIAN INSTITUTE OF PUBLIC

*Income and Expenditure Account for the*

EXPENDITURE		Rs.	Rs.
<b>To</b>	Units and Training Office—Pay & Allowances		3,30,381.26
"	Fellowships		40,083.22
"	Essay Prize		1,917.70
"	Seminars, Conferences and Group Discussions		4,530.91
"	Foreign Affiliations		10,557.00
<b>" Library :</b>			
	Pay & Allowances—Library Staff	98,035.54	
	Newsletter & Periodicals	21,571.71	
	Book Binding Charges	4,489.50	1,24,096.75
<b>" Publications :</b>			
	Pay and Allowances—Journal & Publication Staff	59,012.29	
	Periodicals	52,028.13	
	Other Publications	9,560.29	
	Honorarium to Correspondents	7,850.00	1,29,250.71
<b>" Promotion of Branches—Activities</b>			
	Share of Membership Fees to Branches	8,350.00	
	Regional Seminars & Conferences	14,000.00	
	Research Subventions for Branches	19,600.00	
	Contribution to Branches	300.00	42,250.00
<b>" Maintenance of Building, Hostel and Garden</b>			
	Pay & Allowances—Maintenance Staff	55,875.92	
	Pay & Allowances—Hostel Staff	23,277.25	
	Repairs & Maintenance	61,997.07	
	Less : received from IAMR	4,000.00	57,997.07
	Rent, Rates and Taxes	45,324.00	
	Less : received from IAMR	17,500.00	27,824.00
	Water & Electricity Charges	51,020.75	2,15,994.99
<b>" Administrative Services :</b>			
	Pay and Allowances—Administration	1,49,329.03	
	Pay and Allowances—Accounts	47,213.40	1,96,542.43
	Contribution to Gratuity Fund		35,000.00
	Carried Over		11,30,604.97

**ADMINISTRATION, NEW DELHI***Year ending 31st March, 1970*

INCOME	Rs.	Rs.
<b>By Subscriptions :</b>		
Ordinary Members	38,049.36	
Associate Members	1,440.00	
Corporate Members	22,174.89	
Transfer from Life Membership	4,134.10	65,798.35
<b>„ Rent Receipts :</b>		
Hostel	1,50,597.85	
Residential Quarters	22,029.47	
Auditorium	20,858.30	
Other Rents	7,571.52	2,01,057.14
<b>„ Income from Publications</b>		
Subscriptions and Sale of Journal and other Periodicals	18,638.18	
Sale of other Publications	34,344.60	
Royalty on Publications	1,448.91	54,431.69
<b>„ Miscellaneous Income :</b>		
Fees from Foreign Scholars	2,250.00	
Interest on Short Term Deposits	4,787.82	
Licence Fee from Hostel, Mess & Canteen Contractors	2,101.00	
Interest on advances (Conveyance)	433.38	
C.H.S. Recoveries	312.00	
Miscellaneous	2,851.75	12,735.95
<b>„ Grant from Government of India for the year 1969-70</b>		10,50,000.00
<b>„ Grant from Department of Administrative Reforms for Short Term Training and Refresher Courses</b>		16,500.00
<b>„ Recovery of overhead charges from the Grant from Ministry of Health, F.P., W.H. &amp; U.D.</b>		19,275.72
<b>„ Transfer from Ford Foundation Grant II to meet expenditure (As per contra)</b>		14,224.93
Carried Over		14,34,023.78

EXPENDITURE	Rs.	Rs.
Brought Forward		11,30,604.97
<b>To Office Expenses :</b>		
Printing and Stationery	28,000.69	
Postage & Telegrams	27,663.70	
Telephone Charges	29,965.88	85,630.27
<b>„ Services &amp; Supplies :</b>		
Conveyance Charges	9,731.10	
Motor Car Expenses	4,618.19	
Liveries	9,204.32	
Amenities to Staff	780.00	24,333.61
„ Contingencies & Miscellaneous		13,559.52
„ Meetings—Travelling Allowance		16,139.82
„ Short Term Training & Refresher Courses		11,705.21
„ Depreciation		1,61,605.94
„ Pay and Allowances—Leave Reserve		2,185.35
„ Expenditure met out of F. F. IIrd Grant (as per Schedule 'A' attached)		14,224.93
„ Expenditure met out of F.F. IIIrd Grant (As per Schedule 'A' Attached)		83,505.11
„ Expenditure met out of F.F. IVth Grant (As per Schedule 'A' Attached)		1,94,370.58
„ Expenditure met out of the F. F. Grant Financial Management		24,004.54
<b>GRAND TOTAL</b>		<b>17,61,869.85</b>

*Note :* The figures for the previous year have not been shown as the pattern of the budget from 1969-70.

Flat No. 3, Thapar House,  
124, Janpath, New Delhi.

S. VAIDYANATH AIYAR & CO.  
*Chartered Accountants*

INCOME	Rs.	Rs.
Brought Forward		14,34,023.78
By Transfer from Ford Foundation Grant III to meet expenditure (As per contra)		83,505.11
„ Transfer from Ford Foundation IVth Grant to meet expenditure (as per contra)		1,94,370.58
„ Transfer from Ford Foundation Grant—Financial Management to meet expenditure (as per contra)		24,004.54
„ Excess of Expenditure over Income carried over to Balance Sheet		25,965.84
GRAND TOTAL		17,61,869.85

and accounting of the Institute has been changed from unitwise to activitywise basis

D. L. MAZUMDAR  
Hony. Treasurer

J. N. KHOSLA  
Director & Ex-officio Secretary

# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

*Schedule 'A' —Forming Part of the Income & Expenditure Account*

	Rs.
<b>Expenditure met out of Ford Foundation Grant II :</b>	
Panchayati Raj & Community Development Research Project	14,224.93
<b>Expenditure met out of Ford Foundation Grant III :</b>	
Study of Hospital Administration	4,411.74
Study on State Control of Panchayati Raj Institutions	10,041.27
Case Studies	17,634.12
Administrative Leadership at the level of Secretaries	672.66
Formulation of Administrative Reforms—the Working of ARC	3,074.89
Problems of Pricing & Budgeting in Public Enterprises	336.22
Reference & Supporting Staff	1,538.00
Bureaucracy & Development Administration	(—) 68.95
Job Classification	239.26
Relationship between Politicians and Administrators at the District Level	570.00
Library Books	69.82
Conferences	85.80
Science and Government	837.30
Bank Charges	215.77
Travel Abroad	54,548.71
Planning Project	(—) 10,701.50
<b>TOTAL</b>	<b>83,505.11</b>

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Rs.

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**Expenditure met out of Ford Foundation Grant IV :**

Consultancy Unit Support	95,899.80
Materials Development	10,396.50
Training Aids & Office Equipment	2,952.55
Bank Charges	100.20
Library Books	6,658.87
Short Duration Overseas Travel & Study	24,088.50
Graduate Training Abroad	38,839.00
Overseas International Conferences	15,435.16

**TOTAL**

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**1,94,370.58**

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**S. VAIDYANATH AIYAR & CO.**

*Chartered Accountants*

**D. L. MAZUMDAR**

*Hony. Treasurer*

**J. N. KHOSLA**

*Director & Ex-officio Secretary*

## INDIAN INSTITUTE OF PUBLIC

REVISED ESTIMATES FOR 1969-70

*Part I — Recurring grant-in-aid from the Government of India,*

## RECEIPTS

	<i>Actuals</i> 1968-69	<i>Budget</i> <i>Estimates</i> 1969-70	<i>Revised</i> <i>Estimates</i> 1969-70	<i>Budget</i> <i>Estimates</i> 1970-71
	Rs.	Rs.	Rs.	Rs.
<b>1. Subscriptions :</b>				
(a) Ordinary Members including Life Members	30,897	34,000	35,000	32,500
(b) Associate Members	865	900	1,000	1,100
<b>2. Corporate Members :</b>				
State Governments, Universities and other Organisations	24,850	25,000	26,500	27,500
<b>3. Sale of Journal &amp; other Publications</b>	54,433	50,000	45,000	52,000
<b>4. Royalties</b>	169	3,500	1,550	3,300
<b>5. Rents from Residential Quarters</b>	23,613	22,500	23,000	23,000
<b>6. Rents from Auditorium</b>	11,132	10,000	12,000	12,000
<b>7. Rents from Hostel</b>	77,958	1,15,000	1,35,000	1,50,000
<b>8. Other rents</b>	10,029	5,000	12,000	8,000
<b>9. Miscellaneous Receipts</b>	10,978	3,000	16,970	12,000
<b>10. Advance Recoverable (Conveyance Advance)</b>	4,376	8,000	8,200	8,200
<b>11. Interest on Conveyance Advances</b>	193	200	400	100
<b>12. Receipt from the Ministry of Health, F.P. &amp; U.D. to meet expenditure on overheads of the CMA</b>	17,109	23,000	20,000	22,800
<b>13. Recurring grant from the Government of India, Ministry of Finance (Deptt. of E.A.)</b>	9,90,000	10,50,000	10,50,000	10,50,000
Total	12,56,602	13,50,100	13,89,620	14,02,500
Surplus	—	—	56	—
Deficit	—	—	—	1,72,460
<b>TOTAL — PART I</b>	<b>12,56,602</b>	<b>13,50,100</b>	<b>13,89,564</b>	<b>15,74,960</b>

## ADMINISTRATION, NEW DELHI

## AND BUDGET ESTIMATES FOR 1970-71

*Ministry of Finance and own resources of the Institute*

## PAYMENTS

	<i>Budget Estimates 1969-70</i>	<i>Revised Estimates for 1969-70</i>	<i>Budget Estimates for 1970-71</i>
	Rs.	Rs.	Rs.
1. Development Administration Unit	38,100	36,110	39,000
2. Citizen Administration Unit	42,550	44,740	52,500
3. Planning Unit	64,120	57,798	47,580
4. Financial Administration Unit	43,530	36,790	43,400
5. O & M Unit	32,550	28,700	42,300
6. Science & Government Unit	17,300	22,720	23,700
7. Admn. Theory & Behaviour Unit	31,800	20,100	43,100
8. Industrial Administration Unit	32,800	17,390	41,900
9. Personnel Administration Unit	17,000	4,500	27,300
10. Training Office	40,150	42,416	47,590
11. Travelling Allowance	10,000	5,000	10,000
12. Fellowships	66,200	56,550	68,800
13. Seminars, Conferences etc.	9,000	9,000	10,000
14. Foreign Affiliations	10,000	10,000	10,000
15. Library	1,54,900	1,60,580	1,81,700
16. Publications	1,25,000	1,71,728	1,67,500
17. Promotion of Branches' activities	39,000	40,000	40,000
18. Maintenance of Building, Garden, Hostel including installations	1,91,700	2,27,242	2,39,410
19. Support to Visiting Professor	7,300	7,210	7,550
20. Support to Director	24,700	16,200	20,950
21. Administrative Services	3,52,400	3,71,790	3,99,080
22. Leave Reserves	—	3,000	11,600
<b>TOTAL—PART I</b>	<b>13,50,100</b>	<b>13,89,564</b>	<b>15,74,960</b>

For Details Please see Annexure I.



**INDIAN INSTITUTE OF PUBLIC**  
**REVISED ESTIMATES FOR 1969-70**

*Part II—Grants/Receipts other than*

**R E C E I P T S**

	<i>Budget Estimates 1969-70</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.
A. (i) Grant-in-aid from the Training Division of the Ministry of Home Affairs (OB—Rs. 46,176)	2,16,700	1,92,231	2,71,990
(ii) Receipt from the Deptt. of Administrative Reforms for Training & Refresher courses in Techniques of Administrative Improvement	26,500	26,500	16,500
Less: Amount taken to Part I for overheads		(—) 4,970	
<b>B. Grant-in-aid from the Ministry of Health &amp; F. P. &amp; W. H. &amp; U. D. (Dep'tt. of Health)</b>	2,74,000	2,20,418	2,50,802
Less: For Overheads taken as receipt in Part I	(—) 22,138	(—) 20,000	(—) 22,800
<i>Note: Receipts on account of subscription etc. to 'Nagarlok' in 1969-70 &amp; 1970-71 anticipated at Rs. 1,850 and Rs. 2,500 respectively are not shown in this statement.</i>			
<b>C. Other ad-hoc grants/Receipts :</b>			
(i) Receipt from the Industrial Licensing Committee	Rs. 45,000		
Less: Transferred to F.F. :			
Grant II	Rs. 22,866		
Grant III	Rs. 10,701		
For expenditure during 1969-70	Rs. 8,000		
Balance available	Rs. 3,433	—	8,000
(ii) Grant from the Ministry of Finance (Dep'tt. of E.A.) for the study 'Framing of India's Constitution'			
O. B.	Rs. 16,917		
Add: Sale proceeds of the Publication to be utilised for payment of outstanding bills	Rs. 98,683	1,15,600	1,15,600
Carried Over	6,10,662	5,37,779	5,16,492

**ADMINISTRATION, NEW DELHI**  
**AND BUDGET ESTIMATES FOR 1970-71**

*those shown in Part I*

**PAYMENTS**

	<i>Budget Estimates 1969-70</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.
A. (i) Training Courses under the Executive Development Programme	2,16,700	1,92,231	2,71,990*
(ii) S.T.C. in Techniques of Admn. Improvement	26,500	21,530	16,500
B. <b>Centre for Training &amp; Research in Municipal Administration</b>	2,51,862	2,00,418	2,28,002†
C. <b>Expenditure from ad-hoc grants/Receipts:</b>			
1. Salaries of staff charged to the Receipt from the Industrial Licensing Committee	—	8,000	—
2. Publication of the study 'Framing of India's Constitution'—Payment of outstanding bills	1,15,600	1,15,600	—
3. Expenditure to be met out of Receipt from the Deptt. of Administrative Reforms			
(a) Payment to Rajasthan University for the study 'State Control of Panchayati Raj Institutions.	2,776	2,776	—
(b) Case studies	7,311	1,000	6,311
4. (a) Study of the voting Behaviour in India	6,133	6,133	—
(b) The study 'Price Policy & Cost Behaviour	32,427	32,427	—
5. (a) Study—Effect of Rent Control/Decontrol in Delhi	2,940	2,940	—
(b) Inventories of Land of Operative Builders in Urban Agglomerations	17,878	17,878	—
6. Survey of the Assessment Department of D.M.C.	4,640	4,640	—
7. Seminar on Agricultural Administration	2,449	2,449	—
8. Research work on behalf of the Indian Council of Social Science Research	—	9,000	—
9. Perspective—A supplement to I.J.P.A.	14,931	14,931	—
Carried Over	7,02,147	6,31,953	5,22,803

\*For details — Please see Annexure — II.

†For details — Please see Annexure — III.

# RECEIPTS

	<i>Budget Estimates 1969-70</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.
Brought Forward	6,10,662	5,37,779	5,16,492
(iii) <i>Receipts from the Department of Administrative Reforms</i>			
(a) For various studies (O.B.)	2,776	2,776	—
(b) For case studies O. B.      Rs. 7,311			
For expenditure in 1969-70 Rs. 1,000			
For expenditure in 1970-71 Rs. 6,311	7,311	1,000	6,311
(iv) <i>Grants from the R.P.C. Planning Commission</i>			
(a) For the study Voting Behaviour in India (O.B.)	6,133	6,133	—
(b) For the study 'Price Policy & Cost Behaviour' (O.B.      Rs. 14,352)	32,427	32,427	—
(v) <i>Grants from the National Building Organisation for</i>			
(a) the study 'Effect of Rent Control/Decontrol in Delhi'	2,940	2,940	—
(b) the study 'Inventories of Land of Operative Builders in Urban Agglomerations'	17,878	17,878	—
(vi) <i>Grant from the Ministry of Home Affairs for the Survey of the Assessment Department of D.M.C.</i>	4,640	4,640	—
(vii) <i>Grant from the Department of Agriculture for the Seminar on Agricultural Administration</i>	2,449	2,449	—
(viii) <i>Receipts from the Indian Council of Social Science Research :</i>			
(a) For Dr. H. K. Paranjape (Planning Unit)	—	1,000	—
(b) For Dr. S.K. Goyal (Industrial Unit)	—	2,000	—
(c) For Dr. M. J.K. Thavaraj (Financial Administration Unit)	—	2,000	—
Carried Over	6,87,216	6,13,022	5,22,803

P A Y M E N T S

	<i>Budget Estimates 1969-70</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.
Brought Forward	7,02,147	6,31,953	5,22,803
10. Publication of the study 'Guide to Sources of Modern Indian History'	—	—	4,059
11. American Embassy—Consultancy Assignment	233	233	—
<b>D. Expenditure out of Ford Foundation Grants :</b>			
<i>Grant II</i>			
Project on Panchayati Raj and Community Development	13,250	13,250	—
<i>Grant III</i>			
State Control on Panchayati Raj Institutions	10,000	10,000	—
Study on Hospital Administration	5,000	5,000	—
Machinery & Procedure for Redress of Citizen's Grievances	19,000	19,000	—
Position Classification in Public Services	242	242	—
Case studies on Administrative Reforms & their Implementation	21,077	21,077	—
Problem of Pricing & Budgeting in Public Enterprises	(—) 724	(—) 724	—
Administrative Leadership at the level of Secretary	4,028	4,028	—
Formulation of Administrative Reforms—the working of A.R.C.	6,741	6,741	—
Bureaucracy & Development Administration in India	(—) 69	(—) 69	—
Conferences	86	86	—
Carried Over	7,15,630	6,45,436	5,26,862

# RECEIPTS

		Budget Estimates 1969-70	Revised Estimates 1969-70	Budget Estimates 1970-71
		Rs.	Rs.	Rs.
Brought Forward		6,97,216	6,13,022	5,22,803
(d) For Prof. N. Srinivasan (Development Administration Unit)		—	2,000	—
(e) For V. M. Kulkarni (Fellow)		—	2,000	—
(ix) <i>Futuribles</i> O.B.		14,931	14,931	—
(x) <i>EROPA Secretariat</i>				
Manila O. B.	Rs. 4,993	—	—	—
Balance Available	Rs. 4,993			
(xi) <i>Asia Foundation for the Study 'Guide to Sources of Modern Indian History:</i>				
O. B.	Rs. 4,059			
For Expenditure in 1970-71	Rs. 4,059	—	—	4,049
(xii) <i>Receipt from American Embassy for Consul- tancy Assignment</i>	Rs. 62,680			
Less: Transfer to F. F.				
Grant III	Rs. 19,225			
Transfer to Consul- tancy Fund	Rs. 43,222			
For Expenditure in 1969-70	Rs. 233	233	233	—
<b>D. Grants from Ford Foundation :</b>				
(a) Grant II O.B.	5,238			
Add: Transfer from the Receipt from Industrial licensing Committee	22,866			
	28,104			
For expenditure in 1969-70	13,250			
Balance available	14,854	13,250	13,250	—
Carried Over		7,15,630	6,45,436	5,26,862

# PAYMENTS

	<i>Budget Estimates 1969-70</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.
Brought Forward	7,15,630	6,45,436	5,26,862
Library Books	70	70	—
Supporting & Ref. Staff	915	915	—
Communication to & Utilisation by the Industry of the results of Research	837	837	—
Travel Abroad	1,98,021	1,98,021	—
Total F.F. Grant — III	2,65,224	2,65,224	—
<i>Grant — IV</i>			
Consultancy Unit Support	2,83,984	1,35,000	3,40,300
Materials Development	63,750	30,000	96,000
Books	30,000	30,000	30,000
Training Equipment	30,000	10,000	50,000
Graduate Training Abroad	1,41,000	54,000	2,14,750
Short Duration Overseas Travel & Study	78,750	26,250	1,15,500
Overseas International Conferences	22,500	22,500	27,625
Total F.F. Grant— IV	6,49,984	3,07,750	8,74,175
Grant — V. (Financial Management)	1,05,000	1,05,000	5,77,500
Carried Over	17,35,838	13,23,410	19,78,537

# RECEIPTS

		<i>Budget Estimates 1969-70</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
		Rs.	Rs.	Rs.
Brought Forward		7,15,630	6,45,436	5,26,862
(b) Grant III O.B.	2,32,871			
Add: Transfer from the Receipts from:				
i) American Embassy Receipts	19,225			
ii) Industrial Licensing Committee	10,701			
iii) Interest on S.F. A/c	2,427	2,65,224	2,65,224	—
(c) Grant IV O.B.	(—)16,016			
Receipts during the year:				
Already Received	4,59,000			
Anticipated	2,07,000			
	<u>6,66,000</u>			
	6,49,984			
For expenditure in 1969-70	3,07,750			
For expenditure in 1970-71	2,34,550			2,34,550
Balance available	1,07,684	6,49,984	3,07,750	6,39,625
(d) Grant V—Financial Management Unit		1,05,000	1,05,000	5,77,500
 TOTAL PART II		<u>17,35,838</u>	<u>13,23,410</u>	<u>19,78,537</u>
GRAND TOTAL PART I AND PART II		<u>30,85,938</u>	<u>27,12,974</u>	<u>35,53,497</u>

	Budget Estimates 1969-70	Revised Estimates 1969-70	Budget Estimates 1970-71
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TOTAL PART—II	17,35,838	13,23,410	19,78,537
GRAND TOTAL PART I AND PART II	30,85,938	27,12,974	35,53,497



# INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## PART III — PROGRAMMES

### DEVELOPMENT ADMINISTRATION UNIT

#### I. PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

##### Programme and Progress 1969-70

##### A. Research:

- (i) "The Indian Political System"—This was conceived in 1968 as a study covering a period of 3 years and includes research on the working of the Indian Parliament, the Indian Federal System and the Party System. This will be continued in 1970-71.
- (ii) "An annotated bibliography of states politics in India"—This is taken up in 1969-70 and will be continued in 1970-71.
- (iii) Work relating to Union-State relations in connection with the proposed national conference on the subject. This was taken up in 1969-70 and is likely to continue in 1970-71, if the conference, which is postponed, is convened by them.

##### B. Publications:

A number of research papers in the field of rural local government are completed and all in the process of publications.

##### C. Academic Staff:

Professor 1  
Training Associate 1

##### Programmes 1970-71

##### A. Research:

The programme for 1970-71 is to continue the schemes as mentioned under 'A' above.

##### B. Publications:

"The Indian Voter" — negotiations are under way for its publication in 1970-71 by the Temple University Press, U.S.A.

##### C. Academic staff:

Professor 1  
Training Associate 1

#### II. PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

##### Programme and Progress 1969-70

##### A. Research:

- (i) "The Indian Voter — A Survey of the General Elections of 1967" — This study was started in 1967. The report was completed in April, 1969, and submitted to the Research Programme Committee of the Planning Commission. A grant of Rs. 50,000 was sanctioned by the R.P.C. for this study out of which Rs. 45,060 have already been received by 31st March, 1969. The expenditure anticipated in 1969-70 is Rs. 6,133. This is towards payments to the Computer Centre of the Planning Commission for tabulation charges.

- (ii) "A Survey of research in the field of Union-State relations" — This was started in December 1969 and it is expected to be completed by March-April 1970. The study is financed out of the grant of Rs. 2,000 received in 1969-70 from the Indian Council of Social Sciences Research.

**B. Training :**

During 1969-70, two courses in Development Administration have been conducted. The third course in Development Administration was of three weeks' duration — attended by 17 participants. The Fourth Course was conducted from December 1 to 13, 1969 and was attended by 25 participants.

**Programme 1970-71**

**A. Training :**

During 1970-71 three courses are planned to be conducted of three weeks duration each. The number of participants expected to participate will be approximately 30 in each course.

**CITIZEN ADMINISTRATION UNIT**

- I. PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE AND THE INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

**Programme and Progress 1969-70**

**A. Research :**

- (i) "Report on fifteen years on Indian Institute of Public Administration" — This project was taken up in early 1968. The report has been completed.
- (ii) A number of papers and articles has also been prepared during 1969-70 either for the course on Administrative Behaviour or for magazines. Among the papers prepared, mention may be made of "Government Employees' Strikes" work on which is continuing.

**B. Seminars :**

One group discussion on Union-State relations in social-welfare. Number of people attended was 15.

**C. Academic Staff**

Professor	1
Lecturer	1
Training Associate	1

**Programmes 1970-71**

**A. Research :**

The following studies undertaken during 1969-70 will continue in 1970-71.

- (i) Revision and finalisation of the two studies made for the Delhi Municipal Corporation into a monograph for publication called "Citizen and Municipal Bureaucracy"
- (ii) To bring out a pamphlet on issues in Administrative Behaviour by reviewing the course material on hand.

- (iii) Social Policy since independence.
- (iv) Social Administration since independence.

**B. Publication :**

The material collected for the study on "Assessment and Collection Department of Delhi Municipal Corporation" and for an earlier study, namely, Building Construction Department of the Delhi Municipal Corporation, are being revised for publication in 1970-71 entitled "Citizen and Municipal Bureaucracy".

**C. Seminars :**

One group discussion on Administrator's role in social change. Number of participants could not be anticipated now.

**D. Academic staff:**

Professor	1
Lecturer	1
Training Associate	1

## II. PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

### Programme and Progress 1969-70

**A. Research :**

- (i) "Assessment and Collection Department of Delhi Municipal Corporation" — This was taken up in 1968 under a specific grant of Rs. 44,000 sanctioned by the Ministry of Home Affairs. The work has been completed and report submitted to the Ministry of Home Affairs in June 1969. The estimated expenditure during 1969-70 under the grant is Rs. 4,640.
- (ii) "Machinery and Procedures for the Redress of Citizens' Grievances" — This was taken up in January 1968 on behalf of the Administrative Reforms Commission and completed in the same year. It has been revised and published in May 1969. The study was financed out of Ford Foundation Grant No. III amounting to Rs. 63,300. The estimated expenditure during 1969-70 is Rs. 19,000 representing the provision for the pay and allowances of one senior Analyst to be reimbursed to Government.

**B. Training :**

- (a) Programme Definition : Administrative Behaviour
- (b) Number of courses : 2
- (c) Duration of each course : 2 weeks each (total 4 weeks)
- (d) Number of participants : 18 and 25 (expected) (total 43).

### Programmes 1970-71

**A. Research :**

Nil

**B. Training :**

Two courses under the Executive Development Programme are under negotiation with the Ministry of Home Affairs.

## PLANNING AND PUBLIC ENTERPRISE UNIT

### I. PROGRAMMES MET OUT OF THE RECURRING GRANT OF THE MINISTRY OF FINANCE INCLUDING THE INSTITUTE'S OWN RESOURCES AS SHOWN IN PART I OF THE BUDGET

#### Programme and Progress in 1969-70

##### A. Research

- (i) A review of the implementation of the recommendations of the ARC and its Study Team on the Machinery for Planning was initiated in January, 1969. The review was completed and sent to the Planning Commission for its comments. It is now being brought up-to-date and is expected to be finalised by the middle of January, 1970.
- (ii) A Case Study on the formulation of the erstwhile Fourth Five Year Plan was taken up last year. The first draft of this story of the erstwhile Fourth Plan is ready. The story attempts to give a complete factual account of the various stages through which the erstwhile Fourth Plan proceeded till the publication of the draft outline in August, 1966. It is now being revised to take note of, *inter alia*, the various organisational, procedural and other steps the Commission took to organise itself for the work relating to the Fourth Five Year Plan. The revised draft should be ready by the end of March, 1970.
- (iii) A working paper on Union-State relations with special reference to development planning in States was prepared for discussion at the Members' 13th Annual Conference of the IIPA held in October, 1969. The paper, which was supported by substantial amount of statistical and other data, took a review of the evolution of the machinery for coordination for planning as well as the procedures that came to be established over the years, the changes made therein in the light of the recommendations of the ARC and the extent to which the changes have led to improvements in the overall planning process and Centre-State relations. The proceedings of the Conference have also been prepared.
- (iv) A discussion paper on Centre-State relations in planning was prepared for the National Convention on the Constitution which was to be held in November 1969. For certain unavoidable circumstances the Conference was postponed. The paper prepared is, therefore, being revised suitably with a view to publishing it in an appropriate way.
- (v) Two factual draft notes—one on Planning in Yugoslavia and the other on Britain were prepared.
- (vi) Work is being initiated on the preparation of a document 'The Planning Commission — its Evolution and Functioning'. The purpose of the contemplated volume is to bring the factual account of the evolution of Planning Commission up-to-date and also to critically examine the organisation of the Planning Commission and the Planning Process. The First Draft will be ready by March, 1970. The final completion of the volume will spill over into 1970-71.

*Note:* It may be mentioned that as two senior members of the unit were engrossed in the work of the Industrial Licensing Policy Inquiry Committee for a part of the year, a special grant of Rs. 45,000 in part compensation, was received by the Institute.

##### B. Academic Staff

Professor	1
Reader	1 (vacant from August 8, 1969—post advertised)
Research Associate	1

## Programmes for 1970-71

### A. Research

- (i) The completion and publication of the volume on the Planning Commission — its Evolution and Functioning.
- (ii) A study of Planning in the Industrial Sector. Following the work done by Prof. H. K. Paranjape and Dr. S. K. Goyal for the Industrial Licensing Policy Inquiry Committee, a study on Planning in the Industrial Sector is proposed to be undertaken.
- (iii) A review of the implementation of the ARC's Report on Public Sector Undertakings is proposed to be undertaken on lines similar to the implementation study regarding Planning Machinery.

The work is to be financed from the IIPA's own resources.

### B. Publications

- (i) The book on the Planning Commission — Its Evolution and Functioning. The book is expected to be financed from IIPA's own resources.

### C. Academic Staff

Professor	1
Reader	1
Research Associate	1

*N.B.:* A special grant from the Ford Foundation for a special project on Planning at the State Level is under negotiation. If it materialises, the Project will begin from March or April, 1970, and will continue for two to three years. How this will affect the Unit and its programme cannot be clearly foreseen at present. It would depend to some extent on how far the present staff has to be shifted to other new projects and whether any new staff can handle the remaining normal programme or not.

## II. PROGRAMMES MET OUT OF THE SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

### Programme and Progress 1969-70

#### A. Research:

Work on Survey of Research in the field of Planning, Research, Science and Technology, projects and regulation of Public Enterprises has been initiated for the Indian Council of Social Science Research. It is expected that the report would be ready by the end of January 1970. A sum of Rs. 1,000 has been received from the Council for this study.

#### B. Training:

The second Executive Development Programme on Economic Decision-Making was conducted from April 17-26, 1969. Twenty-two senior officers of the rank of Joint Secretaries participated in the programme.

### Programme for 1970-71

#### A. Training:

One Executive Development Programme on Economic Decision Making of the duration of 7-10 days. About 20-25 officers are expected to participate.

## FINANCIAL MANAGEMENT UNIT

PROGRAMMES MET OUT OF RECURRING GRANT AND INSTITUTE'S OWN RESOURCES SHOWN IN PART I OF THE BUDGET

### Programme and Progress 1969-70

#### A. Research

##### (i) On hand :

- (a) Completion of Readings in Budgeting and Financial Control.
- (b) Completion of Readings in Performance Budgeting.
- (c) An assessment of the Implementation of the ARC's Report on Finance, Accounts & Audit.

##### (ii) Items completed :

- (a) Delegation of Financial Powers in the Government of India—A Comprehensive Study.
- (b) Two case studies.
- (c) System of Payments and Receipts at the Treasuries.

#### B. Research Publications brought out

The following are under publication :

- (a) Delegation of Financial Powers in the Government of India—A Comprehensive Study.
- (b) System of Payments and Receipts at the Treasuries.
- (c) Proceedings of the Conference on Resource Mobilisation in the States.

#### C. Training

No. of courses programmed ... 2 of Budgeting and Financial Control  
... 3 of Performance Budgeting Course were planned.

However, actually 9 courses in all would be completed this year. The additional courses taken on hand :

- (i) Special Course on Budgeting and Financial Management for Andamans Administration held at Port Blair ( Aug. 18—27, 1969 ).
- (ii) One extra course on Performance Budgeting (August 8—16, 1969) 19 officials were trained.
- (iii) Special Course on Budgeting and Financial Management for Nagaland Government at Kohima (February 23—March 5, 1970).
- (iv) Special Course on Performance Budgeting for Public Sector Undertakings (Feb. 9—14, 1970).

#### Total No. of Participants

125 participants were expected to be trained during the year. Actually, the number of participants trained so far this year is 174. Besides at least 70 participants would be trained in the forthcoming two courses this year.

D. *Seminars*

One seminar and one conference were to be held in 1969-70. However, only the Conference on Resource Mobilisation in the States would take place on 21st April, 1969.

E. *Academic Staff:*

Professor & Head of the Unit	1
Training Associates	2
Lecturer	1
Statistical Assistant	1

**Programme for 1970-71**

A. *Research*

- (a) Readings in Budgeting and Financial Control.
- (b) Readings in Performance Budgeting.
- (c) An assessment of the Implementation of the ARC's Report on Finance, Accounts and Audit.
- (d) Readings on Performance Budgeting in Public Sector Undertakings.
- (e) Studies in Resource Mobilisation in the States:
  - (i) Agricultural Taxation—case study of Punjab.
  - (ii) Sale Tax in Punjab
  - (iii) Trends in Taxation in Punjab.

B. *Publications proposed to be brought out*

- (a) Proceedings of the Seminar on Budgetary Reform.
- (b) Readings in Budgeting and Financial Control.
- (c) Readings in Performance Budgeting.
- (d) Readings in Performance Budgeting for Public Sector Undertakings.
- (e) Publication of case studies.

C. *Training*

- (a) Two three-week courses in Budgeting and Financial Control. Two two-week courses in Performance Budgeting.
- (b) Second Special Course on Performance Budgeting for Public Sector Undertakings to be negotiated.

D. *Seminar*

Seminar on Budgetary Reforms.

E. *Staff*

Professor & Head of the Unit	1
Training Associates	2
Lecturer	1
Statistical Assistant	1

## FINANCIAL MANAGEMENT UNIT

### I. PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS SHOWN IN PART II OF THE BUDGET

#### Programme and Progress 1969-70

- A. *Research*  
Nil.
- B. *Publications*  
Nil.
- C. *Training*  
Nil
- D. *Academic Staff*  
Only one senior official, namely, Shri S. S. Viswanathan is in position. Among the supporting staff only two steno-typists are in position.
- F. *Accessories/Equipment*  
Immediately, a direct telephone is to be installed in the Unit. Proposal accepted by the Director.  
It would be essential to have further (direct) telephones for the remaining 3 senior staff yet to be appointed as well as for 5 residential phones.  
It is also essential to obtain requisite furniture and office accessories.

#### Programme for 1970-71

- A. *Research*
  - (i) Performance Budgeting for the C.P.W.D. (A depth study).
  - (ii) Performance Budget for Irrigation & Power ( one project to be selected in consultation with the Secretary, Ministry of Irrigation & Power).
- B. *Publications proposed to be brought out*
  - (i) Performance Budgeting for the C.P.W.D. (A depth study)
  - (ii) Performance Budget for Irrigation & Power ( one project to be selected in consultation with the Secretary, Ministry of Irrigation & Power).
- C. *Training*  
Training courses to be organised after the nine senior personnel are in position.
- D. *Seminars*  
Seminar on Performance Budget in P.W.D.
- E. *Academic Staff*  
Nine senior personnel and supporting staff to be appointed and action in this regard is in progress.

## ORGANISATION AND MANAGEMENT UNIT

### I. PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE INCLUDING INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

#### Programme and Progress in 1969-70

- A. *Research:*
  - 1. Helped in the revision of *The Government of India.*
  - 2. Revising *Advisory Committees in the Central Government.*



### Programme for 1970-71

- A. *Research :*  
(i) Emerging role of district collector in the administrative system.
- B. *Publication :*  
(i) *Advisory Committees in the Central Government.*

### II. PROGRAMMES MET OUT OF OTHER GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET

#### Programme and Progress in 1969-70

- A. *Training Programme :*
1. Two-week training course on Modern Aids to Management. (One)
  2. Nine-week appreciation course on Techniques of Administrative Improvement. (One)

#### Programme for 1970-71

- A. *Training :*
1. Two-week training course on Modern Aids to Management. (One)
  2. Nine-week appreciation course on Techniques of Administrative Improvement. (One or two)

#### *Academic Staff:*

1969-70		1970-71	
Reader	1	Reader	1
Lecturer	1	Lecturer	1
Training Associate	1	Training Associate	1
		Research Assistant	1

### SCIENCE AND GOVERNMENT UNIT

#### I. PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE INCLUDING INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

#### Programme and Progress in 1969-70

- A. *Research :*  
During 1969, the unit completed the work on the revised edition of the 'Organisation of the Government of India' which was undertaken in 1968. The manuscript has been sent to press for publication.
- B. *Other Items :*  
During 1969-70, a group discussion on 'Inter-action of Administration with Scientific Community' was organised for one day. Twenty-five persons participated.
- C. *Academic Staff:*
- |                    |   |
|--------------------|---|
| Lecturer           | 1 |
| Research Assistant | 1 |

### **Programme for 1970-71**

As the lecturer is shortly going abroad for doctoral study and as no substitute is contemplated now, no specific programme could be drawn up at this stage.

## **II. PROGRAMMES MET OUT OF OTHER GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET — FORD FOUNDATION GRANT III**

### **Programme and Progress in 1969-70**

#### **A. Research:**

The study on 'Peoples Perception of Hospital Services' undertaken in December, 1968 on behalf of ARC and funded from Ford Foundation grant III was completed and the report is being duplicated. The total grant for this study as well as another study on 'Relation between Scientists and Administrators in Scientific Institutions' completed last year was Rs. 20,000 of which Rs. 15,908 was spent up to March 31, 1969. A provision of Rs. 5,000 is made in R.E. 1969-70 for the first mentioned study.

### **Programme for 1970-71**

Nil

## **SPECIALISED UNIT ON ADMINISTRATIVE THEORY AND BEHAVIOUR**

### **I. PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE OR INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET**

#### **Programme and Progress in 1969-70**

#### **A. Research:**

At the outset, it may be mentioned that the Specialised Unit on Administrative Theory and Behaviour came up only towards the end of August 1969. Accordingly, there is currently no research project in hand which is financed from IIPA resources or the annual recurring grant of the Ministry of Finance. However, the academic staff of the Unit (paid from the grant of the Ministry of Finance) is engaged on certain studies which are mentioned below under Part II and which were initiated earlier as a part of its programme of work for the All-India Administrative Reforms Commission.

#### **B. Academic Staff:**

Professor ( Administrative Theory & Behaviour)	1
Lecturer (in Personnel Administration, temporarily assigned to the Specialised Unit on Administrative Theory & Behaviour)	1

### **II. PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET**

#### **A. Research:**

##### **1. Administrative leadership at the Level of the Ministers in the Central Government**

The first draft of this study, taken up for the all-India Administrative Reforms Commission, was completed in the middle of 1968 and the report utilised by the ARC in drafting of its report on "The Machinery of the Government of India and its Procedures of Work". This draft is being revised.

The study is based on interviews during April 1966—March 1967 with 38 Central Ministers, 18 Secretaries to Government, and 50 MPs. It attempts to identify the weak spots in the Minister-Secretary relationships and in the shouldering of their administrative responsibilities by the Ministers at the Centre. It also makes some suggestions for improving the administrative leadership of the Ministers at the Centre.

This study was financed from a specific grant of Administrative Reforms Commission.

## 2. *Administrative Leadership at the Level of Ministers and Secretaries in Uttar Pradesh*

A preliminary draft report of the study is ready. It is being revised to fill in some gaps. The study is patterned on the lines of study no. (1) above. It also attempts to compare the leadership roles of Congress and non-Congress Ministers in U.P.

The study is being financed from the Third Ford Foundation grant for ARC work.

## 3. *Role and Working of the Administrative Reforms Commission*

This study is under progress. The aim of this study is to examine the methods and process of formulation of proposals for reforms by the Administrative Reforms Commission. Selected data has been collected about the decision making process in the ARC. It is now proposed to cover the methods of work and decision-making followed by some of the important ARC Study Teams. The study is being funded from the Third Ford Foundation Grant for ARC work. It is proposed to complete the study by the end of September 1970.

## B. *Publications*

The reports of the following studies are expected to be ready for publication by the end of March 1970.

- (i) Administrative Leadership at the Level of Ministers in the Central Government (300 typed pages).
- (ii) Administrative Leadership at the Level of Ministers and Secretaries to Government in U.P. (100 pages).

## C. *Training*

As the Specialised Unit on Administrative Theory and Behaviour was constituted towards the end of August 1969, only one training course as follows is scheduled for the year 1969-70:

Subject:	Personnel Administration
Duration	2 weeks (February 23 — March 4, 1970)
Participants	About 20

The participants will include officers of the level of the Deputy Secretaries at the Centre and of more or less equivalent positions in the States, who are actually engaged in or directly concerned with personnel administration, heads/joint heads of executive departments dealing with establishment or personnel matters and similar officers in Departmental undertakings.

It may be mentioned that the subject of Personnel Administration is for the present assigned to the Specialised Unit on Administrative Theory and Behaviour. The IIPA budget estimates for 1970-71 provide for the constitution of a separate Specialised Unit on Personnel Administration in the next financial year.

## D. *Academic Staff*

Training Associate

1

I. PROGRAMMES TO BE MET OUT OF THE RECURRING GRANT  
FROM THE MINISTRY OF FINANCE AND THE INSTITUTE'S  
OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

**Programme for 1970-71**

**A. Research**

(1) *Role and Working of the Administrative Reforms Commission*

This study will be carried over from 1969-70 and completed by the end of September 1970. For details, please see Study No. 3 under the programme for 1969-70.

[The above study is shown under Part I of the programme (and not under Part II), as the project grant for it would have been expended by the end of March 1970].

(2) *Human Relations in Administration: Bureaucratic Groups*

This will be a study of human relations in two selected work groups. One work group will be selected from Secretariat of the Central Government or a State Government. The second work group will be chosen from a non-secretariat organisation. The elements of human relations to be studied will include: style of supervision; reward system; communication process; relations with peers, seniors and juniors; informal group organisation; group cohesion; group norms and standards; and discipline and morale.

(3) *Developmental Administration — A Conceptual Framework*

(in the context of Indian conditions and modern organisation theory)

**B. Publications**

The following publications are expected to be brought out during 1970-71 under Part I of the programme:

- (i) Administrative Reforms Commission — A study in Decision-Making (300 pages)
- (ii) Development Administration in India — A Conceptual Model (50 pages)

**C. Seminars**

One Seminar on "Relation between Ministers, Legislators and Civil Servants".

**D. Academic Staff**

Professor (in Administrative Theory & Behaviour):	1
Lecturer (in Administrative Theory & Behaviour — an applied Psychologist or Social Psychologist):	1

II. PROGRAMMES TO BE MET OUT OF OTHER GRANTS/  
RECEIPTS INCLUDED IN PART II OF THE BUDGET

**Programme for 1970-71**

**A. Research:**

It is understood that the Representative in India of the Ford Foundation has recommended to the headquarters of the Foundation in New York a rupee grant of about Rs. 2,50,000 for a two-year period for research and training in "administrative behaviour". This grant may materialise some time in the first or second quarter of 1970. A detailed programme of research and training to be financed from this special grant is being drawn up. Some items of work under this programme will be handled by our Specialised Unit on Administrative Theory & Behaviour. Some other research studies

or training programmes may be conducted by academic personnel and administrators who are specially recruited for the purpose. Some projects may even be farmed out to University Departments of Public Administration.

So far our Specialised Unit on Administrative Theory & Behaviour is concerned, it will take up during 1970-71 (under the forthcoming special Ford Foundation grant for "administrative behaviour") a research study on:

"Achievement-Oriented and Organisational Commitment of Civil Servants".

It may be mentioned that for carrying out the above study additional academic staff will have to be engaged by the Unit.

B. *Publications :*

It is expected that the report of the above study will be ready for publication by the end of 1970.

C. *Training :*

(i) *Under the Grant of Ministry of Home Affairs*

It is proposed to organise two training courses as follows during the year 1970-71 :

(1) *One Course in Administrative Behaviour :*

Duration	...	2 weeks
Number of participants	...	20

(2) *One Orientation Course in Administrative Leadership*

Duration	...	2 weeks
Number of participants	...	20

(ii) *Under the Anticipated Ford Foundation Grant*

*One programme in Sensitivity Training.*

D. *Seminars :*

*One Seminar on "Behavioural Aspects of Administrative Change"*

Duration	:	3 days
Number of participants	:	25

E. *Academic Staff :*

(i) *Under the Grant of Ministry of Home Affairs*

Training Associate	:	1
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(The Training Associate will be needed for the full year, as Administrative Theory & Behaviour is a new area which has still to be developed.)

(ii) *Under the Anticipated Ford Foundation Grant :*

Reader	:	1
Analysts	:	2

## INDUSTRIAL ADMINISTRATION

### I. PROGRAMMES MET OUT OF THE RECURRING GRANT FROM THE MINISTRY OF FINANCE INCLUDING INSTITUTE'S OWN RESOURCES INCLUDED IN PART I OF THE BUDGET

#### Programme and Progress in 1969-70

##### A. Research:

- (i) As the Industrial Administration Unit was established on 8th August, 1969, the Unit has prepared a preliminary paper on the nature of the Management Boards of the Central Government Enterprises. This covered only 53 projects as on 31st March, 1967. The coverage has been extended to bring in all public sector enterprises which number 232. It is also proposed to have a comparative picture of the pattern of managements in the private as well as public sector units. To complete such a study it is proposed to have a survey of the Directorships of the 100 largest private sector units. A questionnaire for this purpose is under preparation. This survey is expected to be completed by June, 1970.
- (ii) Two other notes, one on 'Policy Framework: Private Car and Public Transport' and the other on 'Car Manufactures and Government' were also completed.
- (iii) The Unit also proposes to undertake analysis of the data collected by the Industrial Licensing Policy Inquiry Committee and some significant aspects relating to the corporate sector.
- (iv) To cover certain major aspects of Industrial administration both in public and private sector, it has been decided to prepare a comprehensive bibliography of the published material within and outside the country. The objective of preparing such a bibliography is to review the literature to trace the existing organisational structure for industrial administration and the manner and extent to which various measures need to be coordinated.
- (v) A comprehensive working paper on 'Inter-State Disparities and Union-State Financial Relations' supported by a substantial amount of statistical data, is likely to be completed in the near future. The above paper can take the shape of a monograph for publication.

*Note:* It may be mentioned that an amount Rs. 45,000 was received from the Industrial Licensing Inquiry Policy Committee as part compensation of the services rendered by Prof. H. K. Paranjape and Dr. S. K. Goyal by the Institute.

##### B. Academic Staff:

Reader	1
Lecturer	1 (Post vacant)
Research Assistant	1

#### Programme for 1970-71

##### A. Research:

- (i) Preparation of a comprehensive Bibliography on Industrial Planning and Administration covering aspects like regulation and control of private sector, the issue of monopolies and concentration of economic power will be completed.
- (ii) A study of organisational structure of Industrial Administration in India.
- (iii) Completion of a comprehensive working paper on 'Inter-State Disparities and Union-State Financial Relations in India'.
- (iv) Finalisation of the study on the methodology of State Planning in India.

B. *Academic Staff*

Reader	1
Lecturer	1
Research Assistant	1

II. PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS  
INCLUDED IN PART II OF THE BUDGET

**Programme and Progress 1969-70**

A. *Research :*

Work on survey of Research in the field of Government Regulation of Private Enterprises has been started for the Indian Council of Social Science Research. A sum of Rs. 2,000 has been received from the Council for this. The report is likely to be ready by the end of February 1970.

B. *Training :*

As Dr. Goyal has been appointed incharge of the newly formed Industrial Administration Unit, the activities of the unit concerning its training programme have taken a different shape. It is now proposed to have an Executive Development Programme with special reference to Administration of Regulation, Control and Guidance for Public and Private Enterprises in collaboration with the Planning and Public Enterprises Unit to be held in March 1970. The duration of such programme will be around 10 days. About 20—25 officers are expected to participate. Financial provision for this appears under the Planning Unit.

**Programme for 1970-71**

A. *Training :*

One Executive Development Programme in collaboration with Planning and Public Enterprises Unit on 'Administration of Regulation and Control of Public and Private Sectors'. About 20—25 officers are expected to participate in this programme.

**SPECIALISED UNIT ON PERSONNEL ADMINISTRATION**

**Programme and Progress 1969-70**

This Unit is still to be constituted. The subject of Personnel Administration is *temporarily* assigned to the Specialised Unit on Administrative Theory & Behaviour. There is at present a Lecturer in Personnel Administration, who is *currently* attached to the Specialised Unit on Administrative Theory & Behaviour. The budget estimates for 1970-71 provide for the post of a Reader in Personnel Administration.

**Programme for 1970-71**

I. PROGRAMMES TO BE MET OUT OF THE RECURRING GRANT OF  
THE MINISTRY OF FINANCE AND INSTITUTE'S OWN RESOURCES  
SHOWN IN PART I OF THE BUDGET

The programme outlined below for 1970-71 is proposed on the assumption that funds will be available to set up this Specialised Unit.

A. *Research :*

Two research studies as follows will be taken up during 1970-71 :

(1) *Organisation of Civil Services in States*

This will be a broad, analytical study of the organisation of Civil Services in different States — their functions, structure, pay-scales, recruitment rules and

procedures, promotion system, etc. There does not exist at present any overall and comparative study of this type.

(2) *Performance Appraisal*

The study will be conducted in two States and will cover selected categories of different types of personnel. It will examine the present methods and forms of performance appraisal and suggest suitable improvements in the light of work content and responsibility. The comparative practice in appropriate foreign countries will also be studied.

B. *Publications :*

The reports of both the studies mentioned above would be available for publication in February 1972.

C. *Seminars :*

One seminar on "Secretariate — Field Relations"

Duration	5 days
Number of participants	26

D. *Academic Staff :*

Reader	1
Lecturer	1

II. PROGRAMMES TO BE MET OUT OF SPECIFIC GRANTS/RECEIPTS  
SHOWN IN PART II OF THE BUDGET

A. *Research :*

It may be possible to use some funds from the projected Ford Foundation grant for 'Administrative Behaviour' for research on selected problems of personnel administration which have a bearing on administrative behaviour. Two additional research studies as follows would thus be taken up by the Unit on Personnel Administration during the year 1970-71 :

(1) *Staffing Patterns for Middle Management Positions in the Secretariat*

This will be a study of a sample of 15 middle-level positions in the Secretariat, of different types— (a) positions concerned with policies and programmes predominantly of technical or scientific character; (b) positions with functions requiring specialised knowledge in particular areas, gained through experience or training; and (c) positions involving integrative coordination of several inputs. An attempt will also be made to assess the relevance of district experience for middle-level positions in the Secretariat.

The study will involve job analysis and evaluation of selected secretariat positions. This will fit in with the earlier work done by the IIPA, on position classification in the Union Department of Family Planning ( a feasibility study ).

(2) *Techniques of Assessing Training Needs and Evaluating Training Programmes for Middle Management in Government*

This will be conducted with the assistance of a foreign expert.

B. *Training :*

A course in "Personnel Administration", to be funded from the special grant of Ministry of Home Affairs :

Duration	2 weeks
Number of participants	25



C. *Seminars:*

One Seminar on "Development of Managerial Competence in the Civil Service":

Duration 3 days

Number of participants 25

D. *Academic Staff:*

From the grant of Ministry of Home Affairs:

Training Associate One (for full year)

From Ford Foundation Grant:

Professor 1

Analysts 3

**CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION**

**PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS SHOWN  
IN PART II OF THE BUDGET**

**Programme and Progress for 1969-70**

A. *Research and Study Projects:*

(1) *"Inventories of Land in Urban Agglomerations"*

This project was made over to the Centre by the National Buildings Organisation in April 1969 and they have provided funds of the order of Rs. 17,900 for it. The project is expected to be completed in March 1970.

(2) *"Recreational and Educational Facilities in Selected Municipalities":*

This is an analytical Study. A comprehensive questionnaire was issued in January 1969 to about 750 municipalities in the country. Replies were received rather late. Altogether the Centre has by now got response from about 240 of them. The data has been tabulated and the first draft of the report is ready. It is hoped to publish it in January 1970. This study will be the second in the series "Our Towns".

(3) *"State-Municipal Relations":*

The study was begun in February 1968 and it is likely to be completed in March, 1970.

(4) *"Municipal Taxes and other Levies":*

This project will be a comparative study of the existing municipal taxes and levies in selected towns in the country. A questionnaire is being prepared which will be sent to selected municipalities in the states and a brochure will be produced thereafter. This will be number 3 in the series "Our Towns". It is hoped to bring out a publication in July, 1970.

(5) *"Organisation of Municipal Government in India":*

This project will be in the shape of a Manual. It will provide an account of the structure of municipal government in the various states and the methodology will be a study of the municipal laws regarding structure. Visits to some selected State headquarters will also be made in this connection. This study will commence in January 1970 and it is hoped to finish it by August 1970.

(6) *"Manual on Municipal Finance":*

This will be a study similar to item (5) above in regard to methodology. Preliminary steps have already been taken to obtain relevant information from the state governments. The response has been slow and poor. However, it is hoped to begin this work formally in January 1970 and finish it by September 1970.

C. *Publications:*

The following publications have been brought out:

<i>Particulars of Publication</i>	<i>Date</i>
1. NAGARLOK — Quarterly Journal — Vol. I	November 1969
2. Recreational and Educational Facilities in Selected Municipalities	(to be published)
3. Administration of the Urban Fringe	November 1969
4. State Directorates of Municipal Administration	August, 1969
5. Proceedings of Seminar on Five Year Municipal Development Plans	August, 1969

C. *Training Programme:*

During the current financial year, the Centre has a plan to undertake three 6-weeks' training programmes and organise two seminars. Two training programmes have already been finished:

1st	April 7—May 20, 1969
2nd	July 14—August 23, 1969

and there were 17 and 21 participants, respectively, including two nominees of the Government of Indonesia under the T.C.S. of Colombo Plan in the first course and three officers from overseas *viz.*, Philippines, Kabul and South Yemen participated in the third course. The third training course will commence on February 2, 1970 and conclude on March 14, 1970. It is expected that there will be about 25 trainees.

D. *Seminars:*

The first seminar was held on September 15 and 16, 1969 on the subject of 'Cabinet System in Municipal Government'. This seminar was meant mainly for elected councillors and there were 24 participants.

The second seminar will be held on January 22 and 23, 1970 on 'State-Local Relations'. This will also be meant for elected councillors, Mayors and Presidents of Municipal Committees.

In collaboration with the Municipal Corporation of Delhi, the Centre organised a seminar on 28th and 29th November, 1969, on the subject of "Unauthorised Constructions". This seminar was also meant for elected councillors. In all these seminars, the Centre contributed papers and its academic staff participated in the discussions.

It is proposed to have another two days seminar on January 29 and 30, 1970 on the subject of "Planning Problems of Metropolitan Administration."

E. *Academic Staff:*

Director	1
Reader	1
Lecturers	3
Statistician	1
Research Assistant	1

Except for item (i) under A above, the rest is met out of the budget of the Centre (*i.e.* out of grant from the Department of Health)

**Programme for 1970-71**

A. *Research and Study Projects:*

- (a) Completion of the following items begun in 1969-70:
  - (i) Municipal taxes and other levies

(ii) Organisation of Municipal Government in India

(ii) Manual on Municipal Finance

(b) "Administration of Octroi in the Selected Municipalities"

The methodology will consist of selection of about 30 municipalities of various sizes where the octroi is levied and to issue a questionnaire which will cover items like the manner of collection of octroi, staff pattern, refunds, time taken for refund, mal-practices and delays, obstruction to traffic etc. Some of these municipalities will also be visited for testing out the replies.

Thereafter, the data will be tabulated and an analytical note compiled. The report will be published in the series "Our Towns". It is proposed to begin this study in June 1970 and to complete it by January 1971.

(c) It is proposed to undertake a research study on "Social Background of Local Decision-Makers". This will be an internal project and it should be possible to finish it during 1970-71. Its purpose would be to study the trend of recruitment of municipal councillors in selected cities and towns and correlate the leadership patterns with the physical performance of municipal authorities.

(d) *Governing India's Capital City :*

This study is proposed to be made in case additional funds from some external source are forthcoming. The study is likely to cost about Rs. 20,000. This study will take us on to 1972-73.

B. *Publications :*

1. NAGARLOK — Quarterly Journal (four issues)
2. Organisation of Municipal Government in India
3. Manual on Municipal Finance
4. Municipal Taxes and other Levies
5. Proceedings of Seminar on Cabinet System in Municipal Government

December 1970

January 1971

July 1970

April 1970

C. *Training Programme :*

It is proposed to have two 6 week's training courses of the usual pattern — one in July-August 1970 and the other in January-February 1971, and it is proposed to replace the 3rd course with two short term special courses, of which one will certainly be on 'municipal budgeting'. The subject for the second special short term course has not been decided yet. The Ministry of Health have strongly suggested that the Centre should undertake special training courses for municipal accounts personnel. This is under consideration.

In addition to these training courses two seminars will be organised one on the Administration of Urban Lands and the other on Municipal Functions. The dates for these have not been settled yet.

All these programmes are met out of the budget of the Centre, i.e., out of grant from the Department of Health.

D. *Academic Staff:*

Director	1
Reader	1
Lecturers	3
Statistician	1
Research Assistant	1
Research Consultant	1

*Note:* A research project on "Policing of Cities in India" which the Centre has undertaken to do for the C.B.I. is under discussion. If it is made over to the Centre the C.B.I. will finance it. Since it is still in the discussion stage, the details have not been provided here.

## CONSULTANCY UNIT

### II. PROGRAMMES MET OUT OF SPECIFIC GRANTS/RECEIPTS INCLUDED IN PART II OF THE BUDGET — FORD FOUNDATION GRANT IV

#### Consultancy Assignments

##### 1. *Position Classification Survey of US Mission in India*

- (a) The Indian Institute of Public Administration conducted a position classification survey of the Indian national employees of the Mission assigned to professional, semi-professional and non-professional positions in terms of a contract executed on the 15th June, 1968, between the Indian Institute of Public Administration and the US Mission to India. The employees numbering about 1400 were located at New Delhi, Bombay, Calcutta and Madras including some at the sub-posts within the Consular districts of Madras and Calcutta.
- (b) Work started : June 1968  
Work completed : 31st January 1969
- (c) *Staff:*
- |                    |   |
|--------------------|---|
| Consultant         | 1 |
| Analysts           | 5 |
| Office-in-charge   | 1 |
| Research Assistant | 1 |
| Stenographers      | 2 |
| Stenotypist        | 1 |
| Typists            | 2 |
| Peon               | 1 |

##### 2. *Organisation and Management Survey of the Department of Tourism*

- (a) The Director-General of Tourism on 19th March, 1969 requested the IIPA to conduct a "survey of the present work, flow, staffing pattern and management techniques" and after conducting the survey and analysing the data to submit a report "making recommendations on the modifications which should be made in the staffing pattern, recruitment rules, training facilities, methods of work and relationship with other agencies so that the objectives of the Department are best achieved with particular reference to publicity and promotional aspects of work and co-relation with various public and private agencies".

In pursuance of this, the Survey Team of the Institute conducted the survey. The report is being finalised and is likely to be submitted by January 1970.

- (b) Work Started : 20th March, 1969  
Final Report is likely to be submitted : January 1970
- (c) *Staff:*
- |               |   |
|---------------|---|
| Consultant    | 1 |
| Analysts      | 4 |
| Stenographers | 2 |
| Peon          | 1 |

3. *Work Study of the Punjab State Electricity Board*

- (a) The Institute was requested by Mr. H. R. Bhatia, Consultant to the Punjab State Electricity Board, to provide them services of an expert in O & M studies. Shri B. C. Bhasin was detained for this work, who after conducting a work study, has submitted his report in November 1969.

- (b) Work Started August 1969  
Report Submitted November 1969

(c) *Staff:*

Analyst 1

Part-time stenographic assistance was provided.

4. Exploratory Consultations are currently under progress for project work with Indian Airlines Corporation, Super Bazar and BEST (Bombay).

5. *Consultancy Fees Received/to be received*

Consultancy Fund	Rs. 5,000
(cr. balance at the end of 1968-69)	

*Add*

- |  |            |
|--|------------|
| 1. Receipt from the Department of Tourism credited to the Fund                 | Rs. 37,500 |
| 2. Due from the Department of Tourism  | Rs. 12,500 |
| 3. Transfer from out of receipts from the American Embassy (to be transferred) | Rs. 43,222 |
| 4. Due from the Punjab State Electricity Board                                 | Rs. 5,000  |

TOTAL	<u>Rs. 1,03,222</u>
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# ANNEXURE I

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<b>Development Administration Unit :</b>					
Professor	25,600	13,633	11,777	25,410	25,600
Training Associate	4,000 (4 months)	—	1,600	1,600	4,000
Stenographer	6,250	3,656	2,924	6,580	6,800
Messenger	2,250	1,405	1,115	2,520	2,600
TOTAL	<u>38,100</u>	<u>18,694</u>	<u>17,416</u>	<u>36,110</u>	<u>39,000</u>
<b>Citizen Administration Unit :</b>					
Professor	23,000	12,425	10,575	23,000	23,000
Lecturer	11,100	5,681	5,559	11,240	11,700
Training Associate	3,750 (3 months)	—	—	—	5,600
Stenographer	—	—	5,400	5,400	5,400
Typist	3,300	2,085	1,615	3,700	3,800
Messenger	1,400	818	582	1,400	3,000
TOTAL	<u>42,550</u>	<u>21,009</u>	<u>23,731</u>	<u>44,740</u>	<u>52,500</u>
<b>Planning Unit :</b>					
Professor	28,900	15,612	11,188	26,800	27,000
Research Associate	15,200	6,416	34	6,450	—
Training Associate	6,250	—	11,511	11,511	11,200
Training Associate	1,670 (4 months)	—	1,715	1,715	—
Stenographer	6,200	3,658	2,972	6,630	6,850
Typist	3,550	2,222	—	2,222	—
Messenger	2,350	1,398	1,072	2,470	2,530
TOTAL	<u>64,120</u>	<u>29,306</u>	<u>28,492</u>	<u>57,798</u>	<u>47,580</u>

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<b>Financial Administration Unit :</b>					
Professor	17,200	9,459	8,541	18,000	19,000
Lecturer	10,900	3,233	4,787	8,020	11,100
Training Associate	—	—	—	—	—
Training Associate (3 months)	3,330	952	(—) 952	—	—
Statistical Assistant	6,000	1,650	2,750	4,400	6,600
Stenotypist	3,600	2,060	1,670	3,730	4,000
Messenger	2,500	1,494	1,146	2,640	2,700
TOTAL	43,530	18,848	17,942	36,790	43,400
<b>O &amp; M Unit :</b>					
Reader	15,900	9,111	7,409	16,520	16,700
Lecturer	11,100	1,095	4,925	6,020	11,400
Stenotypist	4,150	2,594	2,066	4,660	4,700
Research Assistant	—	—	—	—	5,700
Training Associate	—	—	—	—	1,000
Messenger	1,400	818	682	1,500	2,800
TOTAL	32,550	13,618	15,082	28,700	42,300
<b>Science and Government Unit :</b>					
Lecturer	11,400	6,353	5,547	11,900	12,500
Research Assistant	—	2,450	1,850	4,300	4,450
Typist	3,400	2,182	1,638	3,820	3,850
Messenger	2,500	1,554	1,146	2,700	2,900
TOTAL	17,300	12,539	10,181	22,720	23,700
<b>Administrative Theory &amp; Behaviour :</b>					
Professor	19,200	2,617	8,773	11,390	22,900
Lecturer	11,100	1,585	4,925	6,510	11,500
Training Associate	—	—	—	—	—
Stenotypist/Stenographer	1,500	—	1,600	1,600	6,300
Messenger	—	—	600	600	2,400
TOTAL	31,800	4,202	15,898	20,100	43,100

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<b>Industrial Administration Unit :</b>					
Reader	19,200	2,196	7,354	9,550	16,700
Lecturer	11,100	—	2,800	2,800	11,100
Stenotypist/Stenographer	1,500	—	1,600	1,600	6,300
Messenger	1,000	—	600	600	2,400
Research Assistant	—	710	2,130	2,840	5,400
TOTAL	32,800	2,906	14,484	17,390	41,900
<b>Personnel Administration Unit :</b>					
Reader	16,000	—	3,100	3,100	18,600
Stenographer	—	—	1,000	1,000	6,300
Messenger	1,000	—	400	400	2,400
TOTAL	17,000	—	4,500	4,500	27,300
<b>Training Office :</b>					
Superintendent	9,000	5,172	4,293	9,465	9,950
Technical Assistant	8,000	3,534	3,295	6,829	7,400
Junior Assistant	5,150	3,145	2,570	5,715	5,800
Typist	9,250	6,168	5,308	11,476	11,800
Daftary	2,500	1,519	1,147	2,666	2,750
Gestetner Operator	—	—	—	—	3,300
Messenger	6,250	3,478	2,787	6,265	6,590
TOTAL	40,150	23,016	19,400	42,416	47,590
Travelling Allowance	10,000	226	4,774	5,000	10,000
<b>Fellowship :</b>					
(a) Senior (3)	33,600	16,860	13,740	30,600	35,500
(b) Junior (5)	30,600	9,831	13,119	22,950	30,300
(c) Essay Prize	2,000	—	3,000	3,000	3,000
TOTAL	76,200	26,917	34,633	61,550	78,800



	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
Seminars, Conferences and Group Discussions (including honorarium to Reporters)	9,000	2,250	6,750	9,000	10,000
Foreign Affiliations	10,000	—	10,000	10,000	10,000
<b>Library :</b>					
(a) <i>Pay and Allowances</i>					
(i) Library Staff	94,200	51,514	38,726	90,240	1,07,850
(ii) Medical Charges	2,000	1,425	435	1,860	2,050
(iii) Employers' Contribution to C.P. Fund	4,100	—	5,480	5,480	6,800
(iv) Amount required for increa- sed D.A. rates	1,600	—	—	—	—
	1,01,900	52,939	44,641	97,580	1,16,700
(b) <i>Books, etc.</i>					
(i) Library Books	25,000	13,825	16,175	30,000	30,000
(ii) Periodicals	25,000	6,871	23,129	30,000	30,000
(iii) Equipment	3,000	—	3,000	3,000	5,000
	53,000	20,696	42,304	63,000	65,000
TOTAL (a+b)	1,54,900	73,635	86,945	1,60,580	1,81,700
<b>Publications :</b>					
(a) <i>Pay and Allowances</i>					
(i) Journal and Publication staff	46,400	31,541	21,567	53,108	53,100
(ii) Medical Charges	1,000	795	305	1,100	1,000
(iii) Employer's Contribution to C.P. Fund.	1,800	—	2,920	2,920	3,000
(iv) Amount required for in- creased D.A. rates	800	—	—	—	—
	50,000	32,336	24,792	57,128	57,100

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<i>(b) Publications</i>					
(i) Periodicals	50,000	24,505	36,395	60,900	56,400
(ii) Other Publications	16,000	7,113	37,587	44,700	45,000
(iii) Honorarium to Reporters	9,000	2,250	6,750	9,000	9,000
	<u>75,000</u>	<u>33,868</u>	<u>80,732</u>	<u>1,14,600</u>	<u>1,10,400</u>
TOTAL (a+b)	<u>1,25,000</u>	<u>66,204</u>	<u>1,05,524</u>	<u>1,71,728</u>	<u>1,67,500</u>
<b>Promotion of Branches' Activities :</b>					
(a) Share of Membership fee to Branches	9,000	—	10,000	10,000	10,000
(b) Regional Seminars & Conferences	12,000	—	12,000	12,000	12,000
(c) Research Subventions for Branches	18,000	—	18,000	18,000	18,000
TOTAL	<u>39,000</u>	<u>—</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Maintenance of Building, Hostel and Garden including Installation</b>					
<i>(a) Pay and Allowances</i>					
(i) Maintenance staff	44,400	28,063	20,694	48,757	50,760
(ii) Medical charges	1,300	1,210	35	1,245	1,510
(iii) Leave Salary & Pension contributions	800	556	394	950	1,000
(iv) Employers' contributions to C.P. Fund	1,400	—	2,290	2,290	2,450
(v) Amount required for increased D.A. Rates.	1,200	—	—	—	—
	<u>49,100</u>	<u>29,829</u>	<u>23,413</u>	<u>53,242</u>	<u>55,720</u>
<i>(b) Hostel :</i>					
(i) Pay and Allowances Hostel Staff	20,800	12,316	8,884	21,200	22,000
(ii) Medical charges	600	455	145	600	670
(iii) Employers' contribution to C. P. Fund	600	—	1,000	1,000	1,020
(iv) Amount required for increa- sed D.A. rates	600	—	—	—	—
	<u>22,600</u>	<u>12,771</u>	<u>10,029</u>	<u>22,800</u>	<u>23,690</u>

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
(c) <i>Repairs and Maintenance</i>	50,000	21,526	55,474	77,000	80,000
(d) <i>Rent, Rates &amp; Taxes</i>	30,000	27,824	4,176	32,000	35,000
(e) <i>Water &amp; Electricity charges</i>	40,000	23,159	19,041	42,200	45,000
<b>TOTAL (c to e)</b>	<b>1,20,000</b>	<b>72,509</b>	<b>78,691</b>	<b>1,51,200</b>	<b>1,60,000</b>
<b>TOTAL (a to e)</b>	<b>1,91,700</b>	<b>1,15,109</b>	<b>1,12,133</b>	<b>2,27,242</b>	<b>2,39,410</b>

**Support to Visiting Professor :**

Stenographer	5,900	3,168	2,592	5,760	6,100
Messenger	1,400	847	603	1,450	1,450
	<u>7,300</u>	<u>4,015</u>	<u>3,195</u>	<u>7,210</u>	<u>7,550</u>

**Support to Director :**

Secretary to Director	21,300	7,983	3,917	11,900	16,500
Stenotypist	3,400	2,389	1,911	4,300	4,450
	<u>24,700</u>	<u>10,372</u>	<u>5,828</u>	<u>16,200</u>	<u>20,950</u>

**Administrative service including services to Members & such items as are common**

(a) *Administration :*

(i) <i>Pay and Allowances</i>	1,56,400	78,715	59,775	1,38,490	1,59,900
(ii) <i>Medical charges</i>	2,500	2,058	402	2,460	2,600
(iii) <i>Employers' Contributions to C.P.F.</i>	7,700	—	9,050	9,050	10,780
(iv) <i>Travelling Allowances</i>	3,000	963	1,037	2,000	2,000
(v) <i>Leave salary &amp; Pension contributions</i>	5,000	—	1,200	1,200	3,600
(vi) <i>Amount required for the increased rates of D.A.</i>	2,400	—	—	—	—
	<u>1,77,000</u>	<u>81,736</u>	<u>71,464</u>	<u>1,53,200</u>	<u>1,78,880</u>

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
(b) <i>Accounts :</i>					
(i) Pay and Allowances	42,800	24,844	19,056	43,900	44,600
(ii) Medical charges	700	533	17	550	400
(iii) Employers' contributions to C.P. Fund	700	—	1,000	1,000	1,100
(iv) Leave Salary & Pension contribution	3,200	1,642	998	2,640	3,600
(v) Amount required for increased rate of D.A.	500	—	—	—	—
	<u>47,900</u>	<u>27,019</u>	<u>21,071</u>	<u>48,090</u>	<u>49,700</u>
(c) Gratuity	<u>15,000</u>	<u>—</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
(d) (i) Office Expenses	55,000	36,443	28,557	65,000	65,000
(ii) Service & Supplies	11,000	8,125	5,375	13,500	13,500
(a) Purchase of Furniture & other office equipments	8,000	8,704	11,296	20,000	20,000
(b) Honorarium to Auditors	1,500	—	1,500	1,500	1,500
(iii) Miscellaneous	15,000	7,479	6,021	13,500	13,500
	<u>90,500</u>	<u>60,751</u>	<u>52,749</u>	<u>1,13,500</u>	<u>1,13,500</u>
(e) Meeting T.A.	<u>15,000</u>	<u>5,677</u>	<u>9,323</u>	<u>15,000</u>	<u>15,000</u>
(f) Advance Recoverable (conveyance advance)	<u>7,000</u>	<u>3,650</u>	<u>3,350</u>	<u>7,000</u>	<u>7,000</u>
TOTAL (a to f)	<u>3,52,400</u>	<u>1,78,833</u>	<u>1,92,957</u>	<u>3,71,790</u>	<u>3,99,080</u>
Leave Reserves (2 L.G.C. & Messengers)	—	—	3,000	3,000	11,600
 GRAND TOTAL	 <u>13,50,100</u>	 <u>6,21,473</u>	 <u>7,68,091</u>	 <u>13,89,564</u>	 <u>15,74,960</u>

## ANNEXURE II

**DETAILS OF EXPENDITURE ON THE VARIOUS COURSES UNDER  
THE EXECUTIVE DEVELOPMENT PROGRAMMES**

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<b>L Development Administration Unit :</b>					
Training Associate	8,000	2,861	400	3,261	8,000
Travel	4,000	1,488	1,500	2,988	4,000
Guest Speakers	4,000	1,400	2,000	3,400	4,000
Stationery, Contingencies & Miscellaneous	5,000	1,780	1,900	3,680	4,000
Boarding & Lodging	16,000	4,354	5,446	9,800	15,800
<b>TOTAL</b>	<b>37,000</b>	<b>11,883</b>	<b>11,246</b>	<b>23,129</b>	<b>35,800</b>
<b>Citizen Administration Unit :</b>					
Training Associate	11,250	3,507	8,840	12,347	11,300
Travel	4,000	—	4,000	4,000	4,000
Guest Speakers	4,000	—	4,000	4,000	4,000
Stationery, Contingencies & Miscellaneous	5,000	734	4,160	4,894	4,120
Boarding & Lodging	15,000	—	11,100	11,100	11,200
<b>TOTAL</b>	<b>39,250</b>	<b>4,241</b>	<b>32,100</b>	<b>36,341</b>	<b>34,620</b>
<b>Planning Unit :</b>					
Training Associate	8,750	6,121	(—)4,771	1,350	5,600
Training Associate	3,330	1,715	(—)1 715	—	—
Travel	8,000	—	—	—	6,000
Stationery, Contingencies & Miscellaneous	8,000	2,192	—	2,192	2,200
Guest Speakers	6,000	2,200	—	2,200	2,500
Boarding & Lodging	17,000	1,967	—	1,967	8,000
<b>TOTAL</b>	<b>51,080</b>	<b>14,195</b>	<b>(—)6,486</b>	<b>7,709</b>	<b>24,300</b>

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<b>Financial Administration Unit :</b>					
Training Associate	5,700	2,640	2,680	5,320	6,000
Training Associate	6,670	4,321	8,189	12,510	16,320
Travel	10,000	999	5,000	5,999	7,000
Guest Speakers	8,000	6,100	2,500	8,600	8,000
Stationery, Contingencies & Miscellaneous	12,000	4,900	2,000	6,900	7,000
Boarding & Lodging	30,000	6,592	12,800	19,392	31,800
<b>TOTAL</b>	<b>72,370</b>	<b>25,552</b>	<b>33,169</b>	<b>58,721</b>	<b>76,120</b>
<b>O &amp; M Unit :</b>					
Training Associate	2,500	—	2,380	2,380	4,000
Travel	2,000	1,336	—	1,336	2,000
Guest Speakers	2,000	1,600	—	1,600	2,000
Stationery, Contingencies & Miscellaneous	3,500	2,294	—	2,294	1,500
Boarding & Lodging	7,000	691	—	691	5,600
<b>TOTAL</b>	<b>17,000</b>	<b>5,921</b>	<b>2,380</b>	<b>8,301</b>	<b>15,100</b>
<b>Administrative Theory &amp; Behaviour :</b>					
Training Associate	—	—	4,000	4,000	8,000
Travel	—	—	2,000	2,000	3,250
Guest Speakers	—	—	2,000	2,000	3,250
Stationery, Contingencies & Miscellaneous	—	—	1,600	1,600	3,245
Boarding & Lodging	—	—	4,400	4,400	8,105
<b>TOTAL</b>	<b>—</b>	<b>—</b>	<b>14,000</b>	<b>14,000</b>	<b>25,850</b>
<b>Courses for Training &amp; Trainers :</b>					
Travel	—	—	2,000	2,000	4,000
Guest Speakers	—	—	1,500	1,500	3,000
Stationery, Contingencies & Miscellaneous	—	—	1,500	1,500	3,000
Boarding & Lodging	—	—	3,400	3,400	7,400
<b>TOTAL</b>	<b>—</b>	<b>—</b>	<b>8,400</b>	<b>8,400</b>	<b>17,400</b>

	<i>Budget Estimates 1969-70</i>	<i>Actuals April, 1969 to Sept., 1969</i>	<i>Antici- pated Oct., 1969 to March, 1970</i>	<i>Revised Estimates 1969-70</i>	<i>Budget Estimates 1970-71</i>
	Rs.	Rs.	Rs.	Rs.	Rs.
<b>Course in Materials Planning :</b>					
Travel	—	—	—	—	2,000
Guest Speakers	—	900	2,000	2,900	3,000
Stationery, Contingencies & Miscellaneous	—	882	1,400	2,282	3,000
Boarding & Lodging	—	1,286	4,100	5,386	7,400
<b>TOTAL</b>	—	3,068	7,500	10,568	15,400
<b>Preparation of Indigenous Training Materials :</b>	—	4,451	8,000	12,451	12,000
<b>Conference on Training :</b>	—	3,327	—	3,327	—
<b>Course in Project Formulation :</b>					
Travel	—	—	—	—	2,000
Guest Speakers	—	—	2,200	2,200	3,000
Stationery, Contingencies & Miscellaneous	—	284	2,000	2,284	3,000
Boarding & Lodging	—	—	4,800	4,800	7,400
<b>TOTAL</b>	—	284	9,000	9,284	15,400
<b>GRAND TOTAL</b>	<u>2,16,700</u>	<u>72,922</u>	<u>1,19,309</u>	<u>1,92,231</u>	<u>2,71,990</u>

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**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**  
CENTRE FOR TRAINING AND RESEARCH IN MUNICIPAL ADMINISTRATION

**R E C E I P T S**

*Budget Estimates for 1970-71*

**P A Y M E N T S**

Sl. No.	Amount	Receipts Subscription	Sl. No.	Particulars	Rs.	(Provision for the year)
	Rs.				Rs.	Rs.
1. Expected grant-in-aid from the Ministry of Health, F. P., W.H. & U.D.	2,50,802	(a) Subscription for Nagarlok	1. Pay and allowances (a) Academic staff		95,703	
			(b) Library staff		3,907	
			(c) Administrative Staff		35,392	
2. Advertisement in Nagarlok	1,000		2. Library Books			1,40,002
3. Subscription	1,500		3. Furniture, Fixture and Office Equipment			15,000
			4. Travelling Expenses			5,000
			5. Printing and Stationery (including publication of Municipal Journal)			8,000
			6. Contingencies (entertainment, medical expenses, conveyance to staff members and other miscellaneous expenses)			25,000
			7. Provident Fund Contribution to IIPA, C.P.F.			6,000
			8. Training Courses, Conferences and Seminars (Honorarium to speakers, writers of papers)			3,000
			9. Collection and Preparation of teaching material			6,000
						20,000
						2,28,002
			10. Overhead charges 10% for general services : maintenance of building, water, and electricity charges, telephones, postage and telegrams, rent, rates and taxes, etc.			22,800
						2,50,802
						2,500
						2,53,302
<b>TOTAL</b>	<b>2,53,302</b>	<b>TOTAL</b>		<i>Excess of Income over Expenditure</i>		